Management Record

November, 1952

Copyright 1952 by National Industrial Conference Board, Inc. 247 Park Avenue, New York 17, N. Y.

Vol. XIV, No. 11

• In the Record •

Does Communication Matter?

Sometimes management is prone to feel that a goodly portion of the ideas that personnel people come up with amount to so much nonsense—or at best are unnecessary frills. Do the workers really care about suggestion systems or communication programs? Or would they get along just as well without them? Arguments pro and con can go on indefinitely within the confines of executive offices, without ever getting any real answer.

In the story, "Does Communication Make a Difference?" another approach was utilized. Questionnaires on communication were sent directly to two groups of production workers in two different plants of the same company. The two groups were as similar as possible in all respects except that Plant B employees had a stronger communication program than Plant A.

The results proved informative and perhaps a little more scientific than merely relying on the opinions of the experts. The story starts on the next page.

New Group Insurance Plans

The increased cost of being sick may have something to do with the continuing trend toward greater coverage for employees and their families in company group insurance plans. At any rate, the emphasis on this "fringe" benefit grows all the time. In the story starting on page 425, thirteen new or revised plans are analyzed in detail, and a massive four-page table gives all the data.

Stock for the Worker

Many of us automatically associate such things as stocks and bonds with executives. Yet selling shares of a company's stock to its rank-and-file employees is not a new idea. Back in the 1920's, such plans attained considerable popularity, only to end in disaster with the '29 market crash.

But in recent years, rank-and-file stock purchase plans

have started to make a comeback—with safeguards written into many of the new plans with the hope of avoiding repetition of the earlier troubles. "Stock Ownership Plans for Workers" is still a controversial subject—but the advantages accruing both to the company and the employees make careful examination of these plans and how they are functioning important reading. You'll find the story on page 417.

Share the Doctor

The Hartford Small Plant Group Medical Service is the long name given to a doctor-sharing program by eight companies in Connecticut. The plan, started in 1946 as an experiment, has proved so successful from the three-fold point of view of company, doctor and employee, that it has attracted national and international interest.

Each company maintains its own dispensary, its own nurse and its own director to supervise the project. The cooperative element—and, of course, the focal point of the plan—is the doctor who devotes his full time to visiting plants. For more on the functioning of this share-the-doctor plan, turn to page 420.

Pay for Traveling Employees

What is done—economically, that is—for an hourly rated employee when he travels for the company? Besides paying regular wages, companies whose products need installation or maintenance in out-of-town localities must compensate for travel, meals, and lodging as well.

Nineteen companies participating in the survey "Travel Pay for Hourly Employees" follow different practices in reimbursing the traveler. Most compute individually the cost of each trip according to particular circumstances. Two companies pay for a standard day. Some pay different rates for hours worked at home and on the road. All of them deal with the employee from the moment he leaves the home plant until he returns. See page 423 for "Travel Pay for Hourly Employees."

Does Communication Make a Difference?

Here's an answer to that question based on the reactions of production workers in two different plants. A fluent two-way communication system is difficult to achieve but the results may be worth it

VERYBODY knows what the worker wants to know. And everyone knows best how to get the information to him.

College professors, labor leaders, magazine writers, management organizations, bureaucrats, clergymen, and company presidents have all spoken up on the important topic of communication with the worker. Some say the worker wants to know all about his company, its policies, practices, and plans. Some say he wants to know all about the American business system, the laws of economics, and so on. But at the same time others are saying that the worker is profoundly uninterested in these matters. And all efforts to "educate" him are the bunk.

Why not let the worker speak for himself?

THE CONFERENCE BOARD has done just this. With the cooperation of management, the Board asked two groups of production workers a score of questions about job matters and company matters. The answers they gave form the content of this article.1

THE TWO GROUPS

Before looking at the answers, it will be well to describe the two groups that cooperated in this study. As far as possible they were matched except for one factor-communication.2 One of the groups has participated in an active communication program for a period of years. Here is essentially how the program works in one of the plants (Plant B):

Regular monthly work-unit meetings were begun at Plant B several years ago. The nature of these meetings may be explained briefly by citing how a typical, if fictitious, one works. Foreman Farrell calls his eighteen workers together for the final forty-five minutes of the shift on the third Friday of each month. He spends the first five or ten minutes reporting company matters which concern them. (Examples: the plant will close down two weeks in July and all vacations will be taken then unless special arrangements are made. A large order has come in and there undoubtedly will be considerable overtime for

the next week or ten days. The X-14 machines have been turning out too much scrap lately and may need to be replaced. A man will be in next Wednesday morning to look them over and make recommendations.)

When Foreman Farrell has finished, he asks the group how things are going from their viewpoint. Have they run up against any problems? Are there any questions? Any ideas or suggestions for doing things differently? This portion of the meeting is entirely for the employees. They may-and dobring up many different subjects. Only politics, religion, and matters which are covered in the contract are barred. There is a free discussion until the end of the forty-five minute period, sometimes continuing even longer. "Outside" people, such as a staff specialist, a department head, or the plant manager, may be invited in to throw light on a particular subject that is under discussion.

The foreman-worker meetings, the company points out, are of greater significance than may be immediately apparent. In many plants the worker is on the receiving end of all orders and directives. He is told what to do, but he may never learn why or what part he is playing in the manufacture of the final product. And, what is often equally important, he doesn't feel free to ask. In the work-unit meetings he is encouraged to ask. He is supplied with information. He gains an extra perspective on his job. As common problems are discussed, the work unit is drawn closer together and the relations of each worker with the foreman are strengthened. Being invited to a company meeting and being asked for his ideas and opinions build the worker's morale. It makes him feel he is more than a machine tender. In a small way, at least, he is being consulted and he is participating in the affairs of the company.

Plant A has not been influenced by any similar

Both plants are operated by the same company and are located in adjoining states. As already indicated, Plant A is the weak communication plant; Plant B is the strong one.

Facts about the two plants are summarized as follows:

to isolate just one factor for study, keeping all other factors equal.

¹ The results of this survey also are discussed in "Communicating with Employees," Studies in Personnel Policy, No. 129, now in press.

² Unfortunately, in social research such as this, it is never possible

Plant A	Plant B
Ajax Mfg.	Ajax Mfg.
Eastern state	Eastern state
65,000	125,000
450	200
CIO	CIO (same)
Production /	Production
Male	Male
1 year up	1 year up
Weak	Strong
	Ajax Mfg. Eastern state 65,000 450 CIO Production Male

The same questionaire, of course, was used in both plants, and was administered in the same way.

CONDUCTING THE SURVEYS

In each plant, the Board's questionaires were distributed by the foremen to the workers. Along with the questionnaire, the worker was given a franked envelope addressed to the Board. He was instructed to fill out the form, seal it in the envelope, and put it in the mails. The following brief statement at the beginning of the questionnaire explains its purpose:

EMPLOYEE QUESTIONNAIRE

You are invited to take part in this survey. Your cooperation will be much appreciated.

Please do not sign your name. No one will ever know

which blank is yours.

This survey is being made by the National Industrial Conference Board of New York City and only that organization will ever see the blanks after they have been marked. The Conference Board is a well-known, nonprofit business research organization. Many companies and labor unions get its reports.

Please answer every question.

It will be noted that nothing is said here about the subject of the questionnaire. The word "communication" does not appear anyplace in the questionnaire. No pressure was applied to persuade the workers to cooperate in this project. Company time was not allocated for the purpose. The survey was not on a hot subject such as wages or working conditions. Nevertheless, 42% of those who received questionnaires returned them.

The questionnaire was set up as a general "employee questionnaire" and a few noncommunication questions were inserted to give the employee the feeling that his opinions on a number of subjects were being solicited. In this way it was hoped a true picture of his ideas on communication would emerge.

SOURCES OF INFORMATION

Three questions were asked about the effectiveness of different sources of information.¹

Question. In your own experience, who has been of most help in keeping you up to date on company

Answers	Plant A	Plant E
My steward	16%	22%
My foreman	37	47
A fellow worker	32	21
One of the top men	15	10

In Plant B, where special attention has been paid to communication and where regular work-unit meetings have been held for a period of years, the foreman is far and away the most important communicator. The grapevine (called "a fellow worker" in the questionnaire) is an important source of information in both plants. But it is interesting to note how its role diminishes as other sources are strengthened.

The second "source" question asked was:

Question. Where do you really get the low-down on what's going on in your company?

Answers	Plant A	Plant B
From fellow employees	30%	21%
From my foreman	8	17
From the company paper	25	22
From my steward	5	7
From one of the top men	4	6
From bulletin board		
announcements	28	27

The importance which the workers in both plants attach to the written word as a source for the "low-down" is noteworthy. The same finding occurs in the third question:

Question. Where have you gotten most of your informa-

tion about your company?

Answers Plant A Plant B

From reading things—like
the company paper, bulletin boards, etc. 61% 58%

From talking with people
—like my foreman,
other workers, etc. 39 42

Some studies, largely nonstatistical, have indicated that employees prefer oral communication to written. It has been argued that the oral form is faster, and that it is easier for the worker to listen to someone talk than it is for him to dig something out of a printed statement. This may be true. At the same time workers may feel that they get more from the written word. But it would be a mistake to make too much of a vote that divided roughly 60%-40%. The main conclusion is that both the oral and written forms are important.

COMMUNICATION—DOWN

A half-dozen questions were asked about this phase of communication. The first three inquired particularly into the worker's relation with his foreman.

Question. When you are asked to do something by your

Answers	Why? Plant A	Plant B
I am almost never told why	24%	24%
I am told why about half the time	88	21
I am almost always told why	38	55

¹ The questions are not discussed in the same order here that they appeared in the questionnaire. But the order of the answers to each question has been retained.

Question. Does your foreman ask your advice before

Answers	Plant A	Plant B
He hardly ever asks my advice He often asks my advice	65% 24	40% 34
He almost always asks my advice	11	26

Question. Do you know how you are getting along on your job?

Answers	Plant A	Plant B	
I have a good idea how I am getting along	46%	54%	
I have a fair idea how I	1070	027-	
am getting along	44	32	
I have little or no idea how I am getting along	10	14	

Although the company regards its Plant A foremen as unusually able, the workers in Plant B seem to feel closer to their foremen. Yet the same company policies—for example, that every employee should be rated by his foreman once a year and be appraised of his progress—apply in both plants.

In general, the scores on these three questions appear favorable. An exception is the vote by 65% of the Plant A workers that their foremen hardly ever ask their advice before deciding things that affect

them.

Changes in the Job

A fourth question in this series asked:

From my steward

Question. If a change is to l			how
would you like to l	earn of the	change?	
Answers		Plant B	
From one of the top men	23%	9%	
From a friend who works	3		
with me	3	0	
From my foreman	62	76	
From a bulletin board a	n-		
nouncement		R	

This question, too, involves the foreman. As might be expected, he is the prime communicator on job matters affecting the individual worker. Again, a greater number of Plant B employees look to their foremen for job information. In Plant A, almost one worker in four looks to the upper-level supervisors. This situation appears to violate good organizational procedures and to invite additional problems in communication.

Mass Meetings

How do employees regard large group meetings as a form of communication?

Question. How often do you think all the employees should be called together to learn how the company is doing?

Answers Once a month	Plant A 10%	Plant 1
3 or 4 times a year	32	19
Once a year	22	4

Whenever there is some- thing special to hear		
about	30	26
Such meetings are largely		
a waste of time	6	6

Only one employee in sixteen regards such meetings as a waste of time. Plant B employees feel they should be held rather frequently; Plant A employees say only occasionally. The former group is more accustomed to meetings and has learned their value.

The Annual Report

All employees receive copies of the company's annual report. The figures below indicate that it is a well-regarded publication.

Question. Does your company's annual report interest

you?		
Answers	Plant A	Plant B
Yes, it tells me almost		
everything I want to		The second
know about the company	21%	40%
Yes, it tells me quite a few		
things I want to know		
about the company	58	46
No, it tells me very little		
that I want to know		
about the company	15	11
No, it tells me practically		
nothing that I want to		
know about the company	6	3

In general, it appears, the employees feel the company handles downward communications satisfactorily. This is particularly true of the workers in Plant B

COMMUNICATION-UP

The importance of upward communication has been stressed by many writers and speakers. Five questions about it were directed to the workers in the two plants.

When everything is going smoothly, the worker is not likely to worry much about upward communication; when something happens to upset him, he feels differently about this matter. Where does he look for help?

Question. If something happens on the job to upset you where would you most likely turn to get help

Answers	Plant A	Plant B
To my steward	22%	20%
To my foreman	58	62
To one of the top men	12	8
To a fellow employee	8	10

The interplant differences in these scores are too slight to warrant much discussion. But again the role of the foreman, and to a lesser extent that of the steward, is noteworthy.

Two questions about "talking things over" were in cluded. The first refers to individual conversation between the employee and his supervisor, the second to work-unit meetings.

(Continued on page 442)

Stock Ownership Plans for Workers

It's still a controversial subject but some companies are finding that selling stock to the workers can be advantageous to all concerned

INTEREST in plans to encourage the sale of the company's securities to rank-and-file employees has been stimulated by the long and steady rise in the

market value of many stocks.

The principal reasons why companies have instituted employee stock ownership plans are: (1) a desire to make employees partners in the business, so that they will have greater interest in and loyalty to the company; (2) to promote employee thrift; (3) to educate the workers on the advantages of the free enterprise system; (4) to provide a hedge against inflation; and (5) to obtain working capital for the company.

Consequences of the '29 Collapse

Employee stock purchase plans attained widespread popularity in the Twenties. Most of these plans, however, were discontinued because of the unfortunate experience following the stock market collapse in 1929. With all their eggs in one basket, so to speak, many workers who were laid off or were working part time found themselves in a most unhappy position unless the employer reduced their financial commitments or repurchased their shares at the price the employees paid for them.

With this experience fresh in mind, very few stock purchase plans were adopted until the end of World War II. The rising stock market, the discontinuance of many government bond selling campaigns, the general prosperity, and a new "restricted stock option" law again aroused interest in stock purchase plans. In setting up new plans, companies have tried to avoid those features that had caused so much

trouble in the Twenties and Thirties.

Types of Plans

There are two principal types of stock ownership plans under which the employer provides the stock and helps the employee financially in completing his purchase. The most common type is the true stock purchase plan. The employee makes a commitment to buy a certain number of shares at a given price, and immediately begins to make regular contributions towards payment for them.

The second type of plan, the stock option, is coming to the fore as a way of selling stock to employees. This type has been encouraged by a change in the

Internal Revenue Code, which gives the employee a tax advantage if the plan complies with certain conditions

The stock option idea, which was first considered suitable only for executives, has been modified to meet the needs of the wage earner. Under this modified plan, the individual is offered a definite amount of stock at a specified price. If he exercises the option to buy these shares, payroll deductions begin immediately, but the money is held in his account until there is enough to cover the entire amount of stock. Should he change his mind at any time during this interval and decide he does not wish to purchase the shares, the money collected is then returned to him.

Under some arrangements to buy stock the company assumes very little financial responsibility. It may arrange with a bank to lend money to the employee, the bank holding the stock as collateral. Under other arrangements, the company offers stock to the employee for which he must pay the full purchase price at the time of the offering. Another way of getting stock in the hands of employees is through the cooperative effort of the employees themselves.

Prevalence of Stock Ownership Plans

Stock ownership plans have not attained widespread popularity.1 The Conference Board explored the principal sources of information, and found only sixty-eight formal plans of all the five types described above. Of this number, twenty-eight are now active, with employees buying stock under the plan; thirty are inactive, with the plan closed for further subscriptions; ten have been discontinued. Over 1.3 million workers are employed in these sixty-eight companies. All but eleven plans are or were in force in companies employing a thousand workers or more. Nearly a third are in public utility companies. Most plans include all employees, with less than a third requiring that the worker be employed a specified length of time to be eligible. Eleven plans exclude officers, while nine specifically include them.

Types of Stock Sold

All but two plans provide for the sale of common

¹ The Conference Board has just completed a study of all types of stock ownership plans for rank-and-file employees entitled "Stock Ownership Plans for Workers," a forthcoming Studies in Personnel Policy.

or capital stock. Only one plan offers preferred stock; the other, special nonvoting stock. The chief source of stock sold to employees is the authorized but unissued shares (twenty-six out of forty-seven companies). Nine provide for the purchase of stock in the open market, while in six, the source is new stock.

The proportion of stock reserved for sale to employees compared to total outstanding shares ranges from 0.7% to 15.2%, but in over half the plans, stock allocated to employees is between 1% and 4%.

The supply of stock for sale to employees is usually quite limited, so most plans do not sell stock to employees on a continuing basis. Only one offer has been made in nineteen companies; in twelve concerns, the stock is offered to employees at relatively infrequent intervals. Eleven provide for periodic offerings, while five are on a continuing basis.

Price of Stock

About a quarter of the plans set the selling price to employees at the current market value. Two fifths of the plans give some kind of a concession in the purchase price. This is accomplished in two ways: (1) by selling stock at a percentage of the market value which ranges from 75% to 95% or (2) by offering shares below the market quotation (the range here is from \$1 to \$20 a share below).

Limitation on Shares

Most plans restrict the number of shares a participant may buy. This is done for two reasons: (1) to prevent the worker from buying more stock than he can afford; and (2) to give all eligible employees an opportunity to buy at least a small number of shares of the limited supply available. The limitations on the number of shares purchased by an employee may be according to his pay, or there may be a maximum that cannot be exceeded regardless of earnings. If the offer is oversubscribed, the shares are usually prorated among the participants, with preference given to the small subscriber.

Paying for the Stock

A few companies require the employee to make cash installments for the payment of stock. But under most plans, the method of financing is very flexible. The stock may be paid for in cash or through payroll deductions, or a combination of the two. The experience of the 1929 stock market collapse taught many employers a lesson. That is, the payments for the stock should be completed within a reasonable time. This is accomplished (1) by requiring a sufficiently large payroll deduction or (2) by limiting the period over which the payments may be made. Payroll deductions range from 20 cents a week per share to \$10 a month. Nearly a fourth of the plans require completion of payments in less than one year. In about a

half, the maximum period is between one and three years.

Seven companies charge interest on unpaid bal ances. On the other hand, only eleven companies givinterest on employees' deposits. Two companies gran a bonus based on the employees' savings under the plan. About a third of the companies pay dividends or stock not fully paid for.

Cancellation of Subscriptions

A significant feature of many stock purchase and stock option plans is that the worker may withdraw his deposits at any time prior to the actual issuance of the stock certificate and get his money back. In this respect it is difficult to distinguish between the new stock purchase and the stock option plans. In either case the employee is not obligated to take the stock unless he is satisfied with the price.

Once the stock has been delivered to the employees however, he runs the same risks as other employees. Only one company promises to buy back the stock from the employee at the price he paid for it. In two other companies, where the stock is closely held, the worker must sell the stock to the company, or to other employees.

Presenting the Plan

In presenting the stock purchase plan to employees companies have avoided any appearance of high pressuring workers to participate. If the companexerts pressure on employees to buy stock, they may blame the employer for their losses if the price of the stock drops.

To announce the plan, most companies distribut to the employees the following material: (1) a cover ing letter, usually from the president, (2) the prospectus, whenever it is required from the SEC, (3) a copy of the plan and (4) the application blank.

The administration of the stock ownership pla is usually in the financial division, specifically in the treasurers' department.

Extent of Participation

For the thirty-three companies furnishing comparable statistics, the over-all participation of eligible employees in purchasing stock is about one in four or 26.6%. The total number of eligible employees it these thirty-three companies is nearly one million while a quarter million of them are now, or in the process of becoming, shareholders in their companies

The percentage of participation in individual companies varies all the way from 1.1% to 92.5%. I half of the companies the percentage of participatio is less than 20%.

The average number of shares bought varies a much as the percentage of participation. At one ex treme the average is four shares while at the other t is 130 shares. In the majority of companies, the verage is less than twenty-five shares.

Discontinued Plans

Ten plans were definitely discontinued because of insatisfactory experience. The principal reason for bandoning these plans was that the price of the tock dropped below the price the workers paid for t. Conversely, in some companies, workers disposed of stock when the market value exceeded the purchase price. Several plans were successful in the early stages of the companies' development, but failed later when their growth was halted and the value of the stock liminished.

Experience — 1929 - 1952

Perhaps in no other phase of employer-employee relations is there such a diversity of opinion as to whether a stock ownership program for workers is an asset or a liability.

To those who believe in these programs, the advantages are very real. They give the workers a proprietary interest in the company. Wage earners as well as executives may work harder and try to find means of economizing if they are, in a sense, partners in the enterprise. In addition, with the rising stock market, the workers' savings have in many instances

doubled in value. The plan, some companies believe, is an excellent hedge against inflation. The periodic savings possible under a payroll deduction plan provide the worker with funds he would not otherwise have accumulated.

On the debit side of the ledger, a number of questions are raised which cannot be answered at the present time. How much further will stock prices climb? Is there a possibility that they will drop after the defense spending levels off? What of the workers' investments then? Should workers invest their savings in securities of the same company by which they are employed? Because the average worker has so little money to fall back on if he should lose his job or meet with some kind of emergency, shouldn't his savings be in a safer form of investment?

From the standpoint of the company, there is also some question as to the advisability of starting a stock purchase plan. Certain stockholders are looking askance at some executive stock option plans, and the question is raised whether this attitude will extend to plans for rank-and-file employees. The sale of stock to employees may dilute present stockholders' interests. Also, where stockholders have preemptive rights, will they be willing to give them up?

F. BEATRICE BROWER
Division of Personnel Administration

Conference Is Devoted to Industrial Health

Nurses, doctors, industrial hygienists, labor union representatives, safety engineers and business executives in the Southwest gather each fall to confer on matters concerning industrial health.

The conference, designed to assist industries in establishing health programs within their own organizations, is sponsored by: the Chamber of Commerce of Houston, Texas, the Texas Manufacturers Association, the Texas State Department of Health, Baylor University's College of Medicine, the Houston branch of the American Association of Industrial Nurses, the Texas section of the American Industrial Hygiene Association, the University of Texas' Medical Branch and the Industrial Health Section of the Harris County Medical Society.

The project was started in 1948 by the Public Health Committee of the Houston Chamber of Commerce and has been carried on for five years. This year's Fifth Annual Regional Conference on Industrial Health took place late in September at the Rice Hotel, Houston, where 350 persons attended from Arkansas, Oklahoma, Louisiana, New Mexico, and Texas. The attendance included approximately 10% physicians; 5% labor representatives; 15% nurses, and 50% indus-

trial waste engineers and industrial hygienists. The remaining 20% consisted of safety engineers and business executives.

One day's sessions at this year's conference was devoted to small industry with subjects and speakers as follows: "Health Programs for Small Industry," by Dr. Forrest E. Rieke, Portland, Oregon; "Lead Poisoning in Small Industry," by Dr. D. P. Laugenour, Dallas; "What the State Health Department Offers to Small Industry," by W. A. Quebedeaux, State Health Department, Austin, Texas; and "Consultant Psychologist in Industry," by Thomas B. Blackwell, Ph.D., consultant.

Other panels and speeches were devoted to industrial waste, alcoholism, and to industrial health problems of the transportation industry. Subjects covered in the last category were: "Industrial Medicine Goes to Sea"; "Highway Safety and Industrial Health"; "Health Problems in Aviation"; "Health Program of the Santa Fe System" and "Safety Program of the Santa Fe Railway."

Invitations are issued to persons in all levels of administration in industry and to others who are interested.

A Small-Plant Cooperative Medical Service

Eight companies in Hartford, Connecticut, have found this share-the-doctor plan a highly successful venture

COOPERATIVE type of medical plan has sprung up in industry, chiefly during the past decade, as a result of companies joining forces to provide medical facilities for their employees. These ventures vary plan by plan, but are similar in that they entail sharing of a doctor, a nurse, or both.

The cooperative projects sometimes include clinics which are maintained by participating companies. Some are share-the-nurse plans whereby a nurse spends part of the day in one plant and part in another. Other plans provide for the employment of a full-time physician to supervise the medical services in each of the participating companies.

In this last group is a program in Connecticut which has, since its establishment in 1946, proved very successful and has attracted a great deal of attention, even to the extent of interesting visitors from industries overseas. This venture is the Hartford Small Plant Group Medical Service.

The Connecticut plan is supported by eight manufacturing companies which range in size from 280 to 635 employees. (When the plan was initiated, there were six companies.) Four companies have 500 or more employees; the others employ on an average 280, 300, 400 and 450 persons.

All of the plants are located either in Hartford or West Hartford and are within a five-mile radius. The names of the companies and the products which they manufacture are:

Company Name Allen Manufacturing Company	Principal ProductSocket screws
Capewell Manufacturing Company	Small tools
Cushman Chuck Company	Lathe chucks
Hartford Electric Steel Corporation	Steel castings
Hartford Empire Company	Glass making machinery
Jacobs Manufacturing Company	Drill chucks
Plax Corporation	Plastics
Silex Company	Coffee makers, steam irons, etc

DEVELOPMENT OF THE SERVICE

The cooperative endeavor is an outgrowth of a plan whereby one concern, the Allen Manufacturing Com-

¹ A forthcoming Studies in Personnel Policy, "Cooperative Medical Programs—A New Solution for Small Industries," will give detailed descriptions of several of these cooperative projects.

pany, had used part-time services of the assistant medical director of a larger Hartford manufacturing plant. Because other small Hartford establishment also felt the need for part-time services of a physician a group of six companies in 1946 organized the Hartford Small Plant Group Medical Service.

Through this plan, services of a full-time medical director are provided with his hours divided among the participating companies according to their individual size and needs.

Before instituting the plan, representatives of the member companies consulted with medical groups to clear up any ethical questions which might arise. The Connecticut State Bureau of Industrial Hygiene and the Connecticut Medical Society were asked for activities and suggestions, and the compensation insurance carrier of each company was apprised of the project.

After all possible problems of legal and ethical nature had been cleared and the services of a doctor habeen engaged, the project was inaugurated in April 1946.

TECHNICAL ASPECTS

Certain agreements and commitments are agree upon by the cooperating companies. They provide fo the following:

- All participants maintain, at their own expens well-equipped dispensaries. (These dispensaries vary in size from approximately 160 square feet to more than 300 square feet.)
- Each company employs at least one registered ful time nurse.
- A written agreement is drawn up between the doctor and respective companies stipulating the kin and amount of service the doctor will provide, the financial arrangements, and so on. The agreement likewise provides that the doctor may, if he desire carry on a private practice if it does not interfer with his guaranteed activities for the companies.¹
- Each company is responsible for a certain amount of the guaranteed annual salary of the physician (The amount is determined by the time the

¹ Although such a stipulation is in the contract, the doctor h never carried on a private practice, chiefly because his industrimedicine activities for the group keep him fully occupied.

physician spends with a company.) The salary is paid to the doctor in monthly installments by a local bank. The participating companies deposit in this bank their share of the fee, either in a lump sum or in installments, and the bank acts as paymaster.

The doctor supervises the nurse in each plant on all matters of a professional nature. In other matters the nurses are responsible to their own plant officers.

The companies select a panel of local doctors to whom employees may be referred when their injuries are serious enough to send them to a hospital for treatment. Sending the seriously injured employees to hospitals or specialists for treatment follows the general practice of medical departments in industry.

ADMINISTRATION

Each company makes one person responsible for Iministering the plan. This person is known as the contact man." All matters concerning the medical ogram are referred to him. He supervises the financial arrangements. He is the person who consults with presentatives of the other companies on policy and perating matters of the group venture. He is the erson to whom the doctor gives reports, or from the doctor seeks information on company plicies, procedures and operating schedules.

At what level of authority is this person who is sponsible for administering the plan? Usually, he is e personnel officer in the company. The "contact en," who administer details of the medical project it affects their establishments, meet about twice ch year to discuss mutual problems and to determine officies for continuing this service.

These meetings of the administrative group for the an are also attended by the doctor who is the direct of the medical service for the companies.

Coordinator for the Service

To coordinate activities, to hold the service together ad handle problems which affect the cooperators as whole, there is one person who is designated as the ordinator. The coordinator's office may be described a clearing house for handling any matters pertaining administration of the service. An example of such atters might be the need to make changes in the octor's schedule.

This coordinating job has been directed since the an's inception by a representative of the Allen anufacturing Company, the company which was pecially active in founding the group service.

THE SERVICE IN OPERATION

Any project like this one, which involves eight fferent companies in different though neighboring cations, must be synchronized to function smoothly with a minimum of lost time on the part of the doctor and with maximum benefit to the companies' individual needs. It requires efficiently run dispensaries in the respective establishments and able administration on the part of those who are responsible for overseeing the programs.

The Personnel

The professional personnel to whom this program is entrusted include the doctor, and the one or more nurses in each plant.

The Doctor—The doctor is the key person in this setup. The plan revolves around him—but figuratively only. In reality, the doctor is the one who makes the circuit; it is he who travels from plant to plant, spending time at each dispensary. He has no central office. As one company representative puts it, his office is his hat and his car.

He is responsible for carrying out the various objectives of the medical program. He is responsible for the professional work of the nurse and the first-aid attendants as well as his own work. He supervises the record system for each plant. He provides standing orders for the nurses. The doctor must be familiar with compensation laws and see that adequate records of information comply with insurance carriers' needs. He maintains relations with community health groups and doctors and he arranges for a panel physician to handle preemployment examinations and emergency cases when he goes on vacation or is absent for any other reason.

A staggered schedule is arranged for the doctor's plant visits so that the first and second shift employees will both be covered.

A special feature of the health service plan is the effort of the doctor to educate the various company nurses in matters relating to industrial nursing. The doctor conducts dinner meetings three or four times a year for the nurses and plans programs at which outside speakers discuss some phase of industrial medicine. For example, one evening was spent with the Commissioner for Workmen's Compensation of Connecticut. The personnel men of the member companies also attended.

The Nurse—Each company has one or more full-time nurses.

Duties of the nurse are the usual ones for any industrial nurse plus any operation designed especially for a plant's needs. In one of the companies, the Allen Manufacturing Company, the nurse keeps absenteeism records for all reasons, not alone for illness. ¹

The nurses' hours in most cases are from 8 a.m. to 4:30 p.m. When a company operates more than one

¹ See National Industrial Conference Board, Studies in Personnel Policy, No. 126, "Controls for Absenteeism," 1952.

shift, the nurses' hours are often arranged to overlap the shifts.

One company with two plant nurses has three shifts. The nurses' hours here are set up so that one works from 7 a.m. to 3:30 p.m. and the other from 3:30 to 12 p.m. Since the third shift begins at 11 p.m., the first hour is covered by nursing service.

A panel of substitute nurses is maintained by the administrative group of the service for use if one of the company nurses becomes ill.

Activities of the Medical Unit

The usual functions of most industrial medicine departments are included. Among them are preplacement, periodic and special purpose physical examinations, consultations with and counseling of patients, health education, treatment of injuries, assistance in job placement, and safety and industrial hygiene

matters in the plant.

The cooperative spirit of the plan is apparent in the arrangement for preemployment examinations. So that hiring may be expedited in the member plants, preplacement examinations for a company may sometimes be given in another plant where the doctor happens to be located at the time. The job applicants are sent to the other plant for their examinations, and the report can, accordingly, be given to the prospective employer a day earlier than would be possible by waiting for the doctor's scheduled visit at the hiring plant.

Common standing orders and a common system of record keeping are used by all the participating com-

panies.

Treating Injuries—Minor injuries are treated in plant dispensaries, and a mutual agreement between member companies of the plan provides a reciprocal use of dispensaries for treating injuries, as well as for preemployment examinations as mentioned above. If a worker in one plant receives a minor injury when the doctor is stationed at another plant, he may be brought to the dispensary of the plant where the doctor is then located so that he may receive emergency first-aid treatment.

If major injuries occur, the worker is taken directly to one of three local hospitals to be treated by one of the panel of doctors which has been set up by the administrative group which directs the plan.

The Workmen's Compensation Law of Connecticut gives the employer the right to select the physician for treating the employee. Should the latter prefer to select a doctor who is not on the panel, he pays the bill himself.

Plant Visits—When the doctor visits a plant, he reviews the medical log (kept by the nurse) to see what has occurred since his last visit. He takes care of any redressings or other hold-over cases, and he gives physi-

cal examinations. When he feels it is expedient, investigates plant conditions on matters of hygie and safety. He attends to whatever physical examinations are required.

COSTS

The cost of the service per individual employ varies from \$15 up to about \$30. It includes salari of the medical personnel and supplies. Since sor companies have cited costs only for one year rath than an average year, they may not reflect the traverage cost. In one year, for example, many mosupplies may have been purchased than in a norm year. Illustrating this variance is the Allen Man facturing Company. The firm averaged \$24.50 person in 1951, because almost two years' medical supplies were purchased in that year. But the avera over a period of years is \$20 per employee.

Among other costs cited by individual compan are \$15, \$17.64, and \$29.71 for 1951, and \$16.60 as t

average over a period of years.

Occasionally, companies with well-defined industr relations programs will compute what percentage their industrial relations cost is represented by t medical program. The Allen Manufacturing Companies found that its cost represents about a fifth that division's total expenses. Another concern with a limited industrial relations division estimates medical cost at about 50% of the division's total coanother sets 29% as the share of its total industrial relations division's costs.

BENEFITS

The companies concerned have realized savings varying degrees in the fields of compensation cosbetter employee health, reduced absenteeism, creased productivity, fewer accidents and reducturnover. Allen Manufacturing Company points of that there has been a decline in lost-time injuries from 3.8 per 100 employees in 1946 to 0 in 1951. Absentism and turnover have been kept to a minimum. It same concern has achieved a reduction in its word man's compensation premium great enough to pay its share of the doctor's services and all medical supplies purchased.

The reduction in absenteeism and turnover is great measure attributed to the health education program which has been a result of the medical plant Employees are urged to visit the dispensaries for no occupational illnesses which may affect their woor for minor ailments which they would not consider serious enough to take to their own physicians.

These visits to the plant dispensary are encouraged because they reflect employee interest in maintaining good health. The number of visits for nonoccupation and occupational ailments (which often amount or

(Continued on page 444)

Travel Pay for Hourly Employees

Traveling hours cannot always be as neatly scheduled as working hours. Here is how nineteen companies handle the problems that arise in paying for travel time

SOMETIMES an installation or maintenance job requires that an hourly rated employee be sent on a temporary assignment away from his home plant. When this involves travel overnight, the company is immediately faced with new problems of compensation and reimbursement. From the hour the worker leaves for the job site until he returns, some accounting must be made for his time while traveling.

Essentially, the company must decide:

 How the employee is to be paid while traveling to and from his job assignment;

 Whether he is to be paid for the work he does on the same basis, as far as rates and overtime are concerned, as he would be if he were at home;

 How to pay for his meals and lodging while he is away.

Common practice fluctuates somewhat in companies that have to meet such situations. Such companies include those whose products might regularly require installation or repair away from the plant. Their practices in paying hourly rated employees while on out-of-town assignments are reflected in a survey by the National Industrial Conference Board of nineteen such companies.

TRAVEL TIME

Travel during normal working hours must, of course, be counted as time worked. The required practice in such situations is outlined in a letter from the wage and hour administrator to The Conference Board:

"The general rule is that when such travel is by common carrier the employee's hours of work for purposes of the Fair Labor Standards Act include all time spent in travel during his normal working hours on any regular workday and during those hours on Saturdays, Sundays, or holidays which correspond with his normal working hours on other days of the week. Bona fide meal periods may be excluded from such working time. Time spent in such travel during customary sleeping hours (for administrative purposes, the period between 11 p.m. and 7 a.m.) is also counted as hours worked if first-class sleeping accommodations are not furnished or cannot be occupied for a sufficient length of time to afford the employee a reasonably appreciable benefit. If an employee drives a car on such trips, all the time spent in driving must be counted as working time."

But traveling hours cannot always be as neatly scheduled as working hours. Here is where variations in company practice may arise: whether, or how, to compensate the employee during the gap from his usual quitting time until he alights from the train.

Of the nineteen companies participating in the survey, ten pay a traveling worker only for the hours they are required to pay, i.e., those which correspond

to his usual working hours.

Seven companies, however, go beyond these requirements by paying for time spent in travel outside of regular hours. The amount of travel time which may be paid is generally subject to limitations imposed by each company's individual practice. In the seven companies, the maximum time that will be paid ranges from two hours per day to twelve. The company using the two-hour limitation states that it is for time spent in travel from the employee's home to the railroad station only. Four of the seven firms pay for travel either to or from the out-of-town job site, but not both ways. (See Table 1 on next page.)

Two companies have special plans to compensate employees for both working time and traveling time while away from the home plant. These plans are

discussed later.

TIME WORKED

After accounting for the time spent in traveling to the new work place, the company's next consideration is paying for actual work performed on the job. For out-of-town assignments, fifteen cooperating firms pay the regular straight-time rates paid in the plant. Premium rates go into effect after eight hours per day and forty hours per week.

Two companies offer premium rates for work away from home. One pays an additional bonus of 10 cents per hour for this work. Another cooperator pays a premium rate of time and one quarter, up to forty hours, to all hourly employees working out of town. Overtime rates go into effect after forty hours. Two companies, mentioned earlier, have special plans.

A policy other than that governing work in the home plant is shown in certain other situations. For instance, sometimes work must be discontinued for reasons beyond the employee's control. A needed part for repair or installation may have to be sent for, or there may have been a breakdown in the machinery being used. Such conditions might ordinarily be ruled by the company's reporting pay provisions in the plant, but away from home the policy may be more liberal. All the replying companies state that they pay a full day's work if the worker is forced to stop work, for reasons beyond his control, before his day is over.

A practice to assure an employee on outside work of a weekly income equal to that earned by employees doing the same class of work in the plant is noted by one company. If, for example, the home plant were working on a Saturday, the outside worker would be paid for that day too even though he had finished his out-of-town work but was unable to return home by Saturday.

SPECIAL PLANS

Procedures for paying employees working away from the plant are contained in special plans adopted by two machinery companies in the survey. These plans eliminate the necessity of computing hours worked and hours traveled, but establish instead a standard day for the outside work.

One company reports that the employee is paid for ten hours, including two hours overtime, regardless of the number of hours worked. If the job extends through the weekend, he is paid time and one half for the ten hours on Saturday and double time for the

Table 1: How Companies Pay for Travel Time for Hourly Workers

			No	o. of Companies
No travel pay				10
Travel pay				7
Both directions .		3		
En route to job only		2		
Returning from job only		2		
Special plans				2
Total companies				19

Table 2: How Companies Pay for Meal Expenses and Hotel Rent

				Nc	of Companies
Actual cost .					15
Fixed amount daily					4
\$12 .				1	
10 (a)				1	
9.50 .				1	
Negotiated	locally			1	
					-
To	tal com	panies			19

⁽a) \$5 for meals, \$5 for hotel rent. Where actual cost exceeds fixed amount, employee may bill company for actual cost.

ten hours on Sunday. In addition, he is paid \$3 per day for each day spent away from home.

The other company pays an hourly rated employee twelve hours at base rate any day he is away from the plant on company business. This, too, is paid regardless of the number of hours worked or the number of hours of travel time.

EXPENSES

Providing expenses for hourly rated workers while they are away from home is relatively simple when compared to auditing the expense accounts of other classes of employees. Meals and lodging are the main considerations for hourly workers. Fifteen of the nineteen firms reimburse the employee for the actual cost of meals and hotel rent which he incurs by his stay out of town. These companies generally require that the amount be "reasonable." Only four companies fix a stipulated amount for daily expenses. (See Table 2.)

When a worker must travel overnight to reach his destination, Pullman accommodations are provided by each of the companies participating in the survey. This is in accordance with the Wage-Hour Administrator's ruling that, unless such sleeping provision is furnished, all time spent in travel during customary sleeping hours must be counted as time that is actually worked.

Occasionally the employee may want to use his personal automobile for the trip to his assignment. In such cases, he is generally reimbursed for his expenses on a mileage basis. The mileage rates paid by the companies in the survey range from $5\frac{1}{2}$ cents to 10 cents a mile. The latter figure occurs where the company provides the car. (See Table 3.)

(Continued on page 436)

Table 3: Mileage Rates for Personal Auto

Cents per Mile				No.	of Companies
10					1
8			4' .		3(a)
71/2					1
7					5 (b)
$6\frac{1}{2}$					1
$6\frac{1}{2}$ or 7					2(c)
6					8
51/2					1 (d)
Actual e	xpens	ses			2
Tot	tal co	mpanies			19

⁽a) In one company, 8 cents for first 500 miles per month, 6½ cents for next 500 miles in month, 3½ cents for mileage over 1,000 miles in month.

(d) Company provides car.

⁽b) In one company, company-owned cars are generally furnished; in one company, toll charges allowable as additional expense.

⁽c) In one company, 7 cents for first 1,000 miles, 6½ cents thereafter; in one company, rate is negotiated locally.

New Group Insurance Plans

THE TREND toward increased group insurance benefits for employees and their families is still going strong, a Conference Board analysis of recently adopted plans indicates. All of the thirteen plans included in the survey were adopted or revised within the past two years. Two of the plans are collectively bargained; another covers salaried employees only.

Only three of the plans are on a wholly noncontributory basis. Two plans are noncontributory except for optional life insurance, and one is noncontributory except for family coverage. The other seven plans in the survey require employee contributions for both personal and family coverage.

HOSPITAL, SURGICAL, MEDICAL

All thirteen companies provide hospital-surgical benefits for their employees. Two of the companies have Blue Cross and Blue Shield instead of group insurance. Daily benefits under the eleven hospitalization plans range from \$8 to \$12 (contrast this with the \$3-\$10 range reported in a Conference Board study written in 1950). Ten of the eleven plans extend hospitalization coverage to dependents, as against only 57.9% of the plans in the 1950 report. Dependents' benefits are from \$6 to \$12 per day. Only three plans make any distinction in the level of benefits for employees and for dependents.

All of the eleven hospital-surgical plans provide an allowance for miscellaneous hospital charges. This is limited to a sum equal to ten times the daily benefit rate in three plans and twenty times the daily rate in

another three.

An important new trend in group insurance plans is the removal of the ceiling on this miscellaneousexpense allowance. This is true of four of the eleven plans. Three of these pay the actual charges during the entire period when room and board is paid. The other plan pays the actual charges during the first seventy days of confinement, when the full room and board charge is paid, and one half the actual charges during the next 180 days, when half the room and board charge is paid.

Ten plans extend miscellaneous-expense coverage to dependents. In three cases their benefit is less

than the employee's.

Another group insurance benefit which is appearing more often is a sum to take care of medical ex-

¹ "Company Group Insurance Plans," Studies in Personnel Policy,

penses. For the employee, the physician's in-hospital calls are paid for at the rate of \$3 or \$4 per visit under six plans, and office calls are paid for under three plans. Home calls, at a slightly higher rate, are taken care of under three plans. Family coverage is quite rare; medical attention for dependents, at home or at the doctor's office, is paid for under only one plan. All medical-expense benefits are subject to a maximum, usually fifty calls.

Maximum benefits under surgical schedules are also on the way up. For both employees and dependents the surgical maximum ranges from \$150 to \$300, with \$200 the most common figure. Dependents' coverage is provided in nine of the eleven hospital-surgical plans. (The 1950 survey found that three out of four plans provided a surgical maximum of \$150, and that only 45.6% extended coverage to dependents.)

Only one of the plans provides any disaster benefits. This plan includes a \$2,000 policy for employees and dependents, and an additional disaster benefit covering employees only. In cases of extended and serious disability, after other benefits have been exhausted, this policy pays 75% of the costs of treatment in excess of 5% of the employee's annual base pay, to a maximum of \$5,000.

WEEKLY ACCIDENT AND SICKNESS BENEFITS

Eleven of the thirteen group insurance plans include a weekly disability benefit. They are about evenly divided between the flat-sum type of payment and the benefit which is in proportion to the employee's earnings. The highest maximum payment found in any of the latter type is \$40 a week. For the flat-sum benefit, the range is from \$25 (\$22.50 for women) to \$35 a week. The range in the 1950 survey was from \$8 to \$25 a week.

Very few of the plans establish any waiting period for accident cases, but almost all require a seven-day period before sickness disability payments begin. One plan has a waiting period of only three days. Under another plan, benefits are not payable until the thirtyfirst day of disability, whether due to sickness or to accident. This provision, however, applies only to salaried employees who get paid sick leave during the

first thirty days.

LIFE INSURANCE

Six of the thirteen group life insurance plans provide a uniform amount of insurance for all employees and four plans provide a benefit graduated according

Main Provisions of Recently Adopted Group Insurance Plans

E—Employee; D—Dependents y—year, years; m—month, months; w—week, weeks; d—day, days

:	Medical Expense	Up to 85 visit in office or hospital, office or hospital, out to 84 visit in home. Home 8150 per policy year (E)	Norsurgica Norsurgica In Applied 86 d (E&D 60 d (E&D	
Maximim	Surgical Benefits	\$900. ob- sterries \$100. \$25 XRays if not pay- hospital bospital (E & D)	\$200 (E&D)	8456; ob- steating 8125 (E&D)
Incidental	Hospital Expenses	Actual defundada du ma	\$160 (E&D)	Actual first of first 70 d; one-half charges one-half charges one first 180 d. Maternity actual charges 10 d (P&D) and one-honoital-ization
nefits	Duration or Maximum	\$10 00 d Maternity \$100 (E. & D) (E. & D)	70 d. 14 d Pregnancy (E): Ma- iclenity, including boom, and boom, and boom and boom and for one pregnancy (D)	70 d; plus next 180 d
Daily Hospital Benefits	Depend- ents	\$10 as for activ	\$80 maximum for markernity including room and board (D)	Same Same Same
Daily	Employee	\$10 Same		Actual charges (semi- pivate) pivate) pivate pivate mity- actual charges
lenefits	Duration	pregnancy	Pregnancy Pregnancy	leave)
nd Sickness F	Benefits	1 d accident:	4 d sickness	si c'k
Weekly Accident and Sickness Benefits	Amount	M basic weekly sarrings: \$40 maximum	10 50 60	(Paid
Accidental	Death and Dismem- berment		8,000	\$ 1,000 1,500 2,000 5,000 5,000 5,000 7,600 11,000 11,000 20,000
	Life Insurance	Base pay up to \$ 5,000 yr. Base pay \$8,000 and over: \$ 5,000	\$ 8,000 Additional life insurance: 8,000 8,000 6,000 6,000 81,000 10,000 15,000	# 1,000 1,500 1,500 8,000 6,000 6,000 7,500 115,000 115,000 115,000
hly	oyee oution Family	\$ 5.88 5.88 5.88 5.78 7.787 7.355 4.00	4.50	\$ 6.50 Surgical) Paid-Up Life Life
Mont	Employee Contribution Personal Fami		\$ 2.95 2.40 2.40 3.60 3.60 5.00 7.80 7.80 7.80	\$ 1.70 (Hospital Term Term Term (Under Age 45) \$.80 1.80 1.80 1.80 1.80 1.80 1.80 1.80 1
	Compensation, Sex, Rank, Classification	\$107.50 m 120. 120. 176.50 176.50 178.50 215. 226.50 226.50 2270.50 301. 301. 301. 301. 301. 301.	Additional life Insurance: Insurance: \$ 250-\$ 300 500-\$00 500-\$00 750-\$1,000 1,500-1,250 1,500-1,250 over	Under-\$1,200y \$1,200-1,700 \$200-2,200 \$200-2,500 \$500-4,500-6,500 \$500-10,000 \$10,000-10,000 110,000-10,000 110,000-10,000 20,000 and over
	Eligibility Require- ments	Full-time employees after 8 m	Full-line employees after 60 d	Regular, part-time, or essonal employees after 6 m (ilfe), m following employ-ment (hospital surgical)
	Name of Company and Union and Date of Agreement or Plan	Bird and Son, Inc. December 27, 1961	Butler Manufacturing Company March 1, 1950	General Poods Corporation July 1, 1952

Main Provisions of Recently Adopted Group Insurance Plans (Continued)

E—Employee; D—Dependents y—year, years; m—month, months; w—week, weeks; d—day, days

	Medical Expense	In non- cases, & times days hospital cases, & times days hospital paid, up to Yod. In surgical cases, greater of: (a) & times greater of: (b) & times days hospital benefit is benefit is benefit is paid prior to operation, or Ch & times days hospital benefit is paid jeic to operation, or Ch & times days hospital for operation Not payable in pregnancy cases.	In hospital si men mum (E & D).	
M.	Surgical Benefits	\$500; ob-	\$100. (E); obstetrics \$100 (E&D)	D)
Twidontel	Hospital Expenses	### ### ### ### ### ### ### ### ### ##	Charge To d (E&D)	Shield (E &
enefits	Duration or Maximum	70 d	100 d) and Blue
Daily Hospital Benefits	Depend- ents	ele in cases.	Maternity #9	Cross (70 d) and Blue
Daily	Employee	\$12 \$12 Act pay able in pregnancy cases.	Maternity 89	Blue
Benefits	Duration		b №	26 w; pregnancy 6 w
and Sickness	Benefits		Stand, California, Sidad, California, Sidad, California, Sidadary con-pregnance plan ist Stody.	8 d
Weekly Accident and Sickness Benefits	Amount		Salaried employees Amual Farers, Rhode Amual Beners, Rhode S, 600-3200 S, 500-3200 S, 500-3,000 S, 500-3,00	\$30,
Accidental Death	and Dismem- berment Insurance	:	:	\$ 2,000
	Life Insurance	#8,000 free. contributory life insurance optional optiona	#1,000 free.	\$ 2,000
Monthly Employee	Family Coverage1	:	:	\$ 2.58 uding Cross- Shield)
	Co.	(for additional life in insurance only); (for additional life only); (for additional l	No contributions exceptions additional life insurance: \$.26 \$.26 \$.20 \$.2	# 1.81 (Incl.) Blue Blue
	Classification	Under \$1,000y 1,000-\$2,000 3,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$,000-\$2,000 \$2,	Under-81,800y 81,800-2,800 9,200-2,800 9,000-2,800 9,000-2,800 9,000-2,800 9,000-2,800 4,800-2,800 5,400-5,800 5,400-5,800 5,400-5,800 6,800-7,600 8,700-8,700 8,700-8,700 11,100-1,600 11,100-1,600 11,100-1,600 11,400-1,800 11,400 11,400-1,800 11,400-1,800 11,400-1,800 11,400-1,800 11,400	
100	Engebinty Require- ments	Salanied employees and salesmen after 3 m.	Perma- ment after 3 m	Full-time employees after 3 m
11-	Name of Company and Union and Date of Agreement or Plan	Johnson and Johnson October 1, 1962	A stone and clay products company March 1, 1990	L. J. Mueller Furnace Company March 24, 1962

Main Provisions of Recently Adopted Group Insurance Plans (Continued)

E—Employee; D—Dependents y—year, years; m—month, months; w—week, weeks; d—day, days

	Medical Expense	\$4.50 home or hospital overly state of the state of the state or hospital or h	:	:	
Movimum	Maximum Surgical Benefits	\$225 (1 & D); (1 & D); (1 & D); \$130 (E)	\$200 (E&D)	Shield	\$150 In- cludes maternity benefit (E)
Tweidental	Incidental Hospital Expenses	\$250 (E), \$100 (D), \$250 (E), \$100 (D), \$250 (E), \$250 (S200; Maternity 8100 (E); 8160; Maternity 8120 (D). For emergency hospital (accident), 8100 (E), 880 (D)	Blue	\$80 (E)
efits	Duration or Maximum	91 d	81 d Maternity 14 d (E), 715 d (D)	pur	P 18
Daily Hospital Benefits	Depend- ents	Maternity, actual charges up to \$80	88	Cross	:
Daily	Employee	\$11 Reduced hospitul of hospitul of hospitul hos	810 810 \$10	Blue	88 No maternity benefit
Benefits	Duration	26 w Maternity 6 v, gracept if stillacept flishled 5 w after end of pregnancy, pp. 20 additional weeks. If man 9 m insured and employee still disabled for a fler end of pregnancy, benn of pregnancy, benn of pregnancy, pr	D	\$ 60 60 61	State law
and Sickness I	Benefits	1 d accident: 8 d sickness, 8 d sickness, 9 f sickness, 10 f jobs and 10 bossital. Maternity 8 d if dis- 10 begins more 11 ma 9 m, 11 ma 9 m, 11 ma 9 m, 12 m, 12 m, 13 m, 14 m, 15 m, 16	1 d accident; 8 d sickness. Maternity, 8 d	P &	State law
Weekly Accident and Sickness Benefits	Amount	Voluntary plan under State disability lav. Basic insurance (cmploye contribution of 105 of first \$5,000 annual earlings) Earnings Fit Under \$17 29-38 39-36 39-36 39-36 39-36 30-30	08%	\$25 30 36 40 Not payable in pregnancy cases.	New York State disability benefits law, Maximum of 880 and uses 50% of wages
Accidental	Death and Dismemberment	8 %,000 0,000 10,000 10,000 10,000	8,000	89 0000 0000 0000 0000	00000
	Life Insurance	# 8 8 9 000 6 4 500 6 4 500 10 000 11 500 11 500 85 000 85 000	000'6' &	\$ 2,000 2,000 2,000 8,000 % face value of policy at time of retirement	8,000
thly	oyee bution Family	8 4.17 8 4.17 5.07 5.07 5.07 5.08 11.08 11.08 11.08 11.08 11.08 11.08	None		None
Mon	Employee Contribution Personal Fami	\$ 4.17 5.07 6.07 6.02 7.22 7.22 9.75 11.05 112.84 118.63 116.21	None	2077 2007 2007 2007 2007 2007 2007 2007	None
	Compensation, Sex, Rank, Classification of 172 and 172 and over 182 and over 182.50 and over 1975 and over 1975 and over			Under-\$50 w \$50- 60 60- 70 70 and over	
	Eligibility Requirements Full-time t employees 8 after 8 m		Full-time employees after 8 m	Perma- nent full-time employees after 8 m	Hourly employees on active payroll after 31 d (life and hospital-buspital-b
	Name of Company and Union and Date of Agreement or Plan	Northrop Aircraft, Inc. July, 1861	Parker White Metal Company August II, 1861	The L. S. Starrett Company April 1, 1952	An electrical products remainders Dispass and Electrical, Radio, and Machine Workers, CIO August 2, 1951

Main Provisions of Recently Adopted Group Insurance Plans (Continued)

E—Employee; D—Dependents y—year, memonth, months; w—week, weeks; d—day, days

	Medical Expense	\$2,000 polio benefit & L. M. Disaster Disaster Disaster Disaster of 76% of costs over 6% of basic of basic other benefits have been exhausted, (E)	(Office visit #8, home visit \$6, home visit \$6, home visit \$6, up for \$1,000 and \$1,000	:	
Maximum	Surgical Benefits	8246 (E&D.), 8200 (U.)	(R, & D)	\$200 (E); \$150 (D)	
Traidontai	Hospital Expenses	(T&&D)	No expense limit, 70 d. Ambulance gegs, X-Ray and no limit, 81 d. No expense limit, 81 d. Ambulance, 825 (D.) e. 425 (D.)	08\$	\$80 \$60 (D)
enefits	Duration or Maximum	Pool 1200d	70 d: em- ployees over age 65, 21 d; tubercu- losis or mental discoders, until mu (m.xi. mu (m.xi.)	31 d; preg- nancy 10 d	
Daily Hospital Benefits	Depend- ents	8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	Actual charges, ward accommo- dations; Maternity, 875 min- mum, mum mum	\$6. Not payable in preg-	nancy
Daily	Employee	화 대한 화 대한 화 대한	Actual Charges, ward accommo- dations; 875 min- mum, mum, mum mum	80	\$8 preg- nancy, actual charges
Benefits	Duration	A 98	\$ 50 11	d accident; 15 w; preg-	
and Sickness	Benefits	8 d sickness.	8 d sickness.	1 d accident; 4 d sickness.	
Weekly Accident and Sickness Benefits	Amount	Monthly Caphyse Caphyse Contribution for Disability and Hospital Surgical 8.25 8.26 8.26 4.26 4.26 4.26 4.26 4.26 4.26 4.26 4	528	\$25.00	\$22.50
Accidental	and Dismem- berment Insurance	(Included in 1)1s- in 1)1s- in 1)1s- Biospital Plan) \$ 1,500 \$ 4,000 \$ 4,000 \$ 4,000	\$ 1,000	\$ 2,000	2,000
	Life Insurance	(Male Employees) tribu- tribu	\$ 1,000	\$ 2,000	8,000
Monthly Employee	Family Coverage	Flight 8 1.00 8 1.00 8 1.00 8 8.00 8	\$	None	None
	S P	Ground 1.29 1.89 1.89 2.00 4.100 1.000	None	None	None
	Compensation, Ser, Rank, Classification	Under-8185 m 8185-820 8185-820 910-875 875-475 475-675 475-675 410-475 410-475 410-475 411 other male flight personnel		Hourly male employees.	employees
	Eligibility Require- ments	All no service requirement	Full-time employees in bar- gaining unit after 80 d	Perma- nent	after 6 m
	Name of Company and Union and Date of Agreement or Plan	United Air Lines February 1, 1952	Washington Metal Trucke, Inc. and International Asso- cation of Machinists, AFL; International Brotherhoud of Boilermakers, Iron Shipbulders and Ripbulders and Ripbulders and America, AFL; International Asso- cation of Bridge, Structural and Opnamental Iron Workers, AFL	Wausau Paper Mills Company	

to earnings. Under the remaining three plans, a basic amount of insurance is established for all employees together with optional life insurance graduated according to earnings.

Under most of the graduated-benefit plans, the amount of life insurance available is the same as annual pay, up to a maximum of \$15,000 or \$20,000. The level of life insurance benefits has apparently not changed much since The Conference Board made its survey in 1950.

Ten of the thirteen plans include a payment for accidental death and dismemberment. This is usually the same as the life insurance benefit, except in the upper brackets.

INSURANCE FOR RETIRED EMPLOYEES

Two of the plans permit retired employees to retain their hospital-surgical insurance. In one case the pensioner continues his former rate of contribution; in the other, his contributions for both personal and family coverage are reduced to below the rate for the lowest-paid active employees.

Three of the companies pay the cost of maintaining life insurance for their retired employees. In all three instances the amount of life insurance for pensioners is less than one half the amount in force before re-

tirement.

Lois E. Forde
Division of Personnel Administration

Trends in

LABOR RELATIONS

NLRB Rules on Union Security Deauthorization

Union security deauthorization elections are not subject to the general rule that a current contract bars an election, according to a recent decision of the NLRB. The NLRB majority ordered an immediate union-shop-deauthorization election despite the existence of a contract that does not expire until October, 1953. The majority held that the union shop deauthorization, if voted, should be immediately effective.

A minority of the board held that: the current contract between the parties should bar such an election during its term; and that the petition should be dismissed without prejudice to refiling near the close of the current agreement. They held that Congress did not intend a majority vote in a union-shop deauthorization election to cancel the existing union security clause.

The facts of the case are that in October, 1951, the Great Atlantic & Pacific Tea Company and the AFL Bakery Workers Union entered into a two-year contract which contained a union shop provision. On November 1, 1951, a petition was filed by a group of employees seeking an election to rescind the union's authority to make a union-security agreement.

Both the employer and the union urged that the contract barred an election, and that the petition should be dismissed.

The majority, consisting of chairman Paul M. Herzog, and members John M. Houston and Ivar H. Peterson, ruled against them and ordered the union security deauthorization election. They stated:

"Sec. 9 (e) (1) of the act specifically contemplates the filing of a union-shop deauthorization petition by employees . . . covered by an agreement . . . made pursuant to section 8 (a) (3) . . . It is clear, therefore, that the normal contract bar principles established by the board cannot be applied to union-shop deauthorization cases, and we find the contract in this case no bar to the present proceeding.

"Only by holding that an affirmative deauthorization vote immediately relieves employees of the obligations imposed by an existing union-security agreement can this board give effect to the basic Congressional objective of not imposing a union-security agreement upon an

unwilling majority.

"We, too, recognize the possible unstabilizing effect of voiding the union-security portion of a contract in mid-term. But the board's function here is to construe the policy of Congress as made, not to remake it. We believe our construction of the amendments to be more consistent with the evident Congressional purpose than would be the continued imposition of a union shop on employees against their recently expressed will."

The dissenting opinion signed by board members Abe Murdock and Paul L. Styles stated:

"We challenge both the legality and necessity of such an assumption. It presupposes the desirability of a method which was neither passed upon nor provided for by the Congress whose basic purpose it (the majority opinion) purports to follow. It supplies a punitive result for which there is neither statutory nor legislative sanction.

"What Congress did intend, Congress stated without qualification or ambiguity and that statement is in clear contradiction to the interpretation assumed by our

colleagues.

"All that Congress contemplated in establishing elections under Sec. 9 (e) (1) was a holding of referenda as to whether authority to bargain (in the future) should be withdrawn. There is no mention, no hint, no indication of revocation of contracts in mid-term."

Vhat Is a Fair Incentive Premium?

What is a fair average incentive premium? The egotiators of one recently signed union contract say 0%; 25%, say the negotiators of another contract.

If, after a five-day trial, the union believes that n average operator cannot earn a 20% bonus, then t can ask for a recheck under the following clause:

"It is understood that the company will make every effort to establish fair and correct rates, and that employees and the union will give every rate a trial of not less than five working days by working conscientiously against the standard. If, after the five day trial period, the union is not satisfied that an average operator properly qualified and working conscientiously can earn a 20% bonus, a recheck may be requested in writing. The company will be given the opportunity of proving that a fair rate exists and failing to do so must change the standard to provide a 20% bonus and such new standard shall be retroactive to the date the disputed rate was made effective."

Under the second contract, 25% premium is the norm. This clause reads:

"1. The company subscribes to the principle that a standard shall be based upon the performance of an average, normal, qualified operator working at a normal pace under standard conditions and that such a standard when set should permit an average normal qualified operator to earn a premium of at least 25% with a corresponding effort above normal.

"2. The company recognizes the right of the union to inspect all papers and other data used in establishing a standard. The company agrees that an operator whose operation has been timed has the right to be informed as to how he was rated before the time study representative leaves his machine. (The company agrees that the provisions of grievance procedure extend to the

"3. In the event of a change in the job, the company shall be entitled to modify the standard to reflect such change and the company agrees that any change so made will maintain the normal incentive rate and not change the effort required to make the standard."

Contract Provides for End of WSB

A recent building contractors' agreement with the AFL Hod Carriers,' Building and Common Laborers' Union tries to take into consideration all possible Wage Stabilization Board actions—including the WSB's own demise.

The contract provides a 15-cent wage boost subject

to WSB approval. The agreement also provides if the WSB should approve only a part of the 15 cent boost and then "subsequently modify its regulations so as to allow a larger percentage than initially approved, then a reapplication is to be filed for the disapproved portion, and if approval be given thereto or any part thereof, it shall be made effective on the date of the board's approval."

The end of WSB means getting all of the 15 cents under this clause: "Should the board be dissolved by legislative enactment, or otherwise, between June 1, 1952, and May 31, 1953, then whatever portion of the 15 cents not already paid shall be payable beginning as of the date of such dissolution."

Pay for Technological Displacement

A New England manufacturer under contract with the CIO Textile Workers pays severance pay to workers thrown out of work by technological change. The clause providing this sets up definitions of what is and what is not technological unemployment.

"TECHNOLOGICAL DISPLACEMENT SEVERANCE PAY"

"A. The company shall pay separation allowances to employees separated because of changes in plant, machinery, auxiliary equipment, tools, plant layout, plant facilities or job surroundings; in materials; in methods of processing or performance, in operating conditions or standards of workers' duties, or changes in form, finish, degree of processing of material, or packaging of product or changes in products which causes the particular job or occupation to be permanently eliminated. Displacements due to material shortages, machine and equipment breakdowns, temporary curtailment of activity, or the permanent closing of entire plant, shall not entitle an employee to a separation allowance."

Authorization Continues Beyond Contract

The CIO Textile Workers, which is currently engaged in a fight with the AFL Textile Workers, has come up with a method of increasing its hold upon the workers. The checkoff authorizations signed by the workers continue until September, 1954—one year beyond the termination date of their present contract (September, 1953) with a western manufacturer. This type of checkoff authorization reads:

"1. The undersigned, voluntarily authorize and request, _____ my employer, to deduct from wages due me \$5.00 initiation fees, and current bona fide union dues (as distinct from assessments) as prescribed by local _____ Textile Workers Union of America, and to pay such amount to such local through the officer designated by the local.

"I understand that I may revoke this authorization during the fifteen day period from September 16 to September 30 inclusive each year by written notice to the company and that unless this authorization is revoked by me at the time and in the manner given, it shall be effective from now until September 30, 1954.

"I understand that this authorization will automatically expire upon the termination of my employment with _____ company, or in the event of a new agreement if such new agreement should be inconsistent with the terms of this authorization.

"I understand that this authorization shall be suspended if I am laid off from work at _____ company, but that it shall be reinstated if I am recalled to work.

"I understand that this authorization shall be suspended if there is no agreement but that it will be reinstated if a new agreement is reached that is consistent with the terms of this authorization.

"I understand that the foregoing deduction will be made on the fourth pay day of each month."

Company Pays for Drive to Work

On some jobs, a worker may find he must travel a long distance to his work. This is especially true in the oil industry where an employee's work site may shift from time to time. A southwestern oil and gas company realizing that this situation may impose ar "undue hardship" on the worker includes the following clause in its collective bargaining agreement:

"When the company believes that the use of an employee's personal car for transportation to and from hi regular work location imposes an undue burden and hard ship upon him, he shall be paid mileage allowance to an from his home and the regular work location."

JAMES J. BAMBRICK, JR.

Division of Personnel Administration

Labor Press Highlights-

UAW SEEKS GM CONTRACT CHANGE

POLITICS still dominated the labor press last month. But at least two labor news stories competed with political headlines. One was:

UAW Seeks Auto Contract Revisions

Major revisions in the five-year contracts with General Motors, Ford and Chrysler are being sought by the UAW-CIO, reports the *United Automobile Worker*. Ford and Chrysler proposals are identical with those formulated by the General Motors Council of the UAW, says the report. According to the resolution adopted by the UAW, the five-year contract "must remain a living document giving recognition to the changing scene of the American economy." Three major revisions sought by the UAW are set forth as follows:

- 1. Include in the hourly base rate 21 cents of the 26-cent cost of living allowance now received under the escalator clause. Under the UAW plan, the amount of the cost of living allowance that can be lost if the index drops should not at any time exceed 5 cents, and "any amount in excess of the 5-cent float should be added to the base rate."
- 2. Increase the annual improvement factor 1 cent, making it 5 cents each year. On May 29, 1950, says the UAW, the 4-cent improvement factor was computed at a rate of 2.5% of the then current average rate. "Since then, hourly rates have increased 35 cents, and a 2.5% annual improvement translates into 4.9 cents."
- 3. Adjust pension benefits to offset the increase in the cost of living. Pensions payable to retired General

Motors workers, says the UAW, should be adjusted to restore the same purchasing power which existed of May 29, 1950.

Teamsters' Tobin Out; Beck In

After forty-five years as president of the AFL Inter national Brotherhood of Teamsters, Daniel J. Tobis resigned as general president. Dave Beck, former exec utive vice-president of the Teamsters, has become th new president. According to The International Team ster, Mr. Tobin in his forty-five years in office buil the union from a membership of 30,000 to the presen 1,250,000 members. The Teamsters claim this is "th largest of any labor union in this or any other country. Mr. Tobin's first paid job in the Teamsters Union wa as a business agent in 1904. He was paid \$21 a month according to the Teamster. As president of the Team sters, the AFL News-Reporter says he received \$30,00 yearly. This year the convention raised the pay of th Teamsters' president to \$50,000. Salaries of \$50,000 according to the AFL News-Reporter, will now go t the new president, Dave Beck, the secretary-treasure John S. English, and Mr. Tobin in his new capacity a president emeritus.

Dave Beck, the Teamsters' new president, is characterized by *The International Teamster* as "a fighte with a sense of humor and a flair for organization." The *Teamster* credits Mr. Beck as having been the spark plug in the Teamsters' drive to success. As executive vice-president in charge of all organization, he initiated a new system called "the conference technique." Under this method, all the Teamster locals o

MANAGEMENT RECOR

a given area join together in one conference, says the Teamster, so that the strong unions help the weak unions in bargaining and organizing activities.

Former UAW Official Bargains for Publishers

American Newspaper Guild, CIO, negotiators in Detroit may find themselves bargaining with T. A. Johnstone, former head of the General Motors Division of UAW-CIO, reports The Guild Reporter. Mr. Johnstone, who helped negotiate the GM formula, is now handling labor relations for the Detroit Newspaper Publishers Association. According to the DNPA, Mr. Johnstone will not be active in union negotiations immediately. He will first be given a grounding in management policies and operations.

Union Adopts Anticrime Proviso

An antigangster constitutional amendment adopted by the CIO Paperworkers has been submitted to the CIO for adoption in the national constitution, reports the CIO Paperworkers News. The new provision in the Paperworkers' constitution reads: "No member of any local union shall be eligible to hold any elective or appointed position in the international union, or any local union, if he is affirmatively engaged in the promotion, implementation, furtherance, or support of organized rackets, such as numbers, bookmaking, etc."

Talk of Six-Hour Day—Thirty-Hour Week

A decision to seek the establishment of the thirty-hour week with the greatest amount of take-home pay was reached at the AFL International Association of Machinists' recent convention, reports *The Machinist*. The CIO Woodworkers Union is also reported to be interested in the six-hour day. The Woodworker says that the union is on record in favor of the six-hour day with no reduction in eight-hour pay. According to the Woodworkers' research director, the union may be forced into a position of demanding a shorter work week . . . if the government is going to freeze wages but continue to allow prices to rise." The Woodworker says, however, that the Wage Stabilization Board "is expected to prove troublesome on such a demand."

Oil Unions Continue Coalition Plan

The coalition of CIO, AFL, and independent unions in the oil industry that was formed to push wage demands during the past year will be continued and expanded, reports the International Oil Worker (CIO). The unions agreed to set up a coalition council to work toward these long-range goals: productivity increases over and above cost of living allowances, and "greater freedom from company administration of pension plans." The coalition council will be made up of not more than one delegate from each participating union.

UE, Others Issue Financial Statements

The United Electrical, Radio and Machine Workers of America, which was ousted from the CIO, issued a financial statement in the *UE News* showing total receipts of \$2,128,829.19 for the fiscal year ending July 31, 1952. Of this, \$1,935,403.10 came from dues. Net worth of the UE, as shown by the UE financial report, is \$1,707,277.19.

The United Rubber Worker (CIO) publishes a financial statement for the same period showing a net worth of \$1,061,468.30. Rubber Worker income for the year amounted to \$1,846,790.40, all except \$19,000 of which came from dues. And the Utility Workers Union of America, in The CIO News, showed total receipts of \$497,091.13 for the period ending June 30, 1952. All but \$12,000 came from dues.

FTC Drops Trade Union Courier Case

The Federal Trade Commission has recommended that complaints against the *Trade Union Courier*, accused of false representation as to union endorsements, be dismissed for lack of evidence, reports *The Labor Forum* (AFL, Indiana). The AFL has repeatedly denounced the *Trade Union Courier* and condemned its method of soliciting ads, says *The Labor Forum*. It calls the FTC action a "blow to AFL papers." The FTC action, according to the *Forum*, was the outcome of a poorly presented case, lack of funds with which to gather evidence, and inexperienced government lawyers.

Trainmen Call for Productivity Wage Increase

The Brotherhood of Railroad Trainmen has called upon President Truman to arrange further wage discussions between the union and the eastern, western and southeastern carriers conference committee, reports the *Trainman News*. The agreement of May 25, 1951, between the union and the carriers, permits discussion of wage adjustments if wage stabilization policy permits annual improvement wage increases. According to Trainmen President W. P. Kennedy, it is clear "from numerous decisions of the WSB that such a policy now exists." Mr. Kennedy writes that the brotherhood members are "growing restless as they see employees in other industries being granted improvement wage increases with government approval."

ILGWU Presses Continual Organization Drives

Turnover in the New York dress industry makes organizing drives a continual need from season to season, reports Justice (ILGWU-AFL). The Ladies' Garment Workers' Union points out that in the period between 1949 and 1952 a total of 1,154 jobbers and contractors were organized. Yet in the same period, 1,143 similar firms left the dress industry. The net gain was eleven firms, says Justice, "after four years of intensive organizing."

Seafarers Open Scholarship Program

Four-year scholarships amounting to \$1,500 a year are part of a new educational program adopted by the Seafarers International Union, AFL, reports the Seafarers Log. The scholarships, good at any school in the country, will be awarded each year to four children of union members.

HAROLD STIEGLITZ

Division of Personnel Administration

NOVEMBER, 1952

India's Government-Sponsored "Personnel Administration"

PERSONNEL administration in India is government sponsored and government protected. The law enabling this is the Indian Factories Act in effect since 1948 which requires that in every factory of five hundred or more workers, the management shall employ at least one personnel administrator (he is called the welfare officer). The Indian law then sets up a series of safeguards for the personnel administrator.

The general theory behind the safeguards is that the personnel administrator acts as an intermediary between the workers and top management and that if he were not granted these safeguards he would be quickly fired. Added to this is a feeling on the part of the Indian Government that an attempt at creating overnight a full-fledged system of personnel administration may be rushing things. A withdrawal of government protection, the government feels, might mean the quick elimination of personnel administration in Indian industry.

PROFESSIONAL QUALIFICATIONS

The Indian law not only specifies what firms shall have a personnel officer, it also sets up qualifications for the position. These are as follows:

"Qualifications—A person shall not be eligible for appointment as a welfare officer unless he:

"(a) possesses a degree from a university recognized by the state government in this behalf;

"(b) has obtained a degree or diploma in social science from any institution recognized by the state government in this behalf; and

"(c) has adequate knowledge of the language spoken by the majority of the workers in the factory to which he is to be attached."

The law also sets up the conditions under which the welfare officer is to work. First it is required that he "shall be given appropriate status corresponding to the status of the other executive heads of the factory." In practice, this means that he is not to be directly responsible to the factory manager. Rather he reports to the company president or to the company's central office. Secondly, the law provides that "in case of discharge or dismissal, the welfare officer shall have the

right to appeal to the state government whose decision thereon shall be final and binding."1

DUTIES OF PERSONNEL OFFICERS

Another unique feature of the Indian law is that it spells out by statute what the duties of the personnel administrator shall be:

"1. To establish contracts and hold consultations with a view to maintaining harmonious relations between the factory management and workers.

"2. To bring to the notice of the factory management the grievances of workers, individual as well as collective, with a view to securing their expeditious redress and to act as a negotiating officer with trade unions.

"3. To study and understand the point of view of labor in order to help the factory management shape and formulate labor policies and to interpret these policies to the workers in a language they can understand.

"4. To watch industrial relations with a view to using his influence in the event of a dispute arising between the factory management and workers and to help to bring about a settlement by conciliation and arbitration.

"5. To deal with wage and employment matters by joint consultations with the factory management and the workers' representative bodies.

"6. To exercise a restraining influence over workers going on illegal strikes and over managements declaring illegal lockouts, and to help in preventing antisocial

activities.

"7. To maintain a neutral attitude during legal strikes or lockouts and to help in bringing about a peaceful settlement.

"8. To ensure fulfillment on the part of the factory management of obligations, statutory or otherwise, concerning the application of provisions of the Factories Act, 1948, and the rules made thereunder, and to establish liaison with the factory inspector and the medical services concerning medical examinations of employees, health records, supervision of hazardous jobs, sick visiting and convalescence, accident prevention and supervision of safety committees, systematic plant inspection, safety education, investigation of accidents, maternity benefits and workmen's compensation.

¹To prepare Indians for the profession, the University of Calcutta started in 1942 India's first course in personnel administration. It is known as the Diploma Course in Social Work (Labor Welfare). The requirement of such a course was made mandatory for personnel officers in India's 1948 legislation.

¹ The state of West Bengal has the following provision: "No penalty shall be imposed upon a welfare officer by the management unless he has been first informed in writing of the grounds on which it is proposed to take action and has been afforded an adequate opportunity of defending himself; provided that if the management terminates the service of a welfare officer, otherwise than under the terms of contracts, the reasons for the termination of services shall be reported to the state government."

"9. To promote relations between factory management and workers which will ensure productive efficiency and help workers to adjust and adopt themselves to their working environments.

"10. To encourage the formation of works and joint production committees, cooperative societies and safety-first and welfare committees, and to supervise their work.

"11. To secure provision of amenities, such as canteens, shelters for rest, creches (day nurseries), adequate latrine facilities, drinking water, sickness and benevolent plan payments, pension and superannuation funds, gratuity payments, granting of loans, and legal advice to workers.

"12. To help the factory management in regulating the grant of leave with wages; to explain to the workers the provisions relating to leave with wages and other leave privileges; to guide the workers in the matter of submission of application for grant of leave; to regulate authorized absence.

"13. To secure welfare provisions, such as housing facilities, foodstuffs, social and recreational facilities, sanitation, advice on individual personnel problems and education for children.

"14. To advise the factory management on: questions relating to training of new starters, apprentices, workers on transfer and promotion, instructors and supervisors; supervision and control of notice-board and information bulletins; to further education of workers and to encourage their attendance at technical institutes.

"15. To suggest measures which will serve to raise the standard of living of workers and in general promote their well-being."

Briefs on

PENSIONS AND OTHER BENEFITS

Pension News

Chase National Bank has announced a more liberal pension plan and a new deferred profit sharing program. The bank will bear the entire cost of the retirement plan, and contributions by employees will be discontinued. The pension will be based on the average earnings of the last five years before retirement and the benefit will be equivalent to 1.5% of these average earnings multiplied by years of service.

Staff members who have contributed to the former plan have three options regarding the sum total of their contributions:

 They may deposit these funds in the new thrift incentive plan;

(2) They may purchase additional annuities or

(3) They may withdraw their contributions in cash.

Under the new thrift incentive plan, the employees may contribute from 2% to 4% of their salaries. The bank's contribution will be based on net operating earnings before taxes. The amount of profits contributed by the company is on a sliding scale, depending upon the profits, from a minimum of 1% to a maximum of 6%. The bank will not contribute if capital funds and reserves fall below \$360 million, and its contributions will be reduced if annual dividends amount to less than \$2 a share. The plan will become effective when it has been approved by the proper regulatory authorities in Washington.

* * *

Lever Brothers Company has also revised its pension and insurance plans and added a deferred distribution profit sharing plan, which also provides for employees' savings. About two thirds of Lever employees are contributing under the profit sharing plan.

Lever has prepared a kit, "Your Lever Security Package," which contains three booklets explaining the different forms of protection available to employees. They are (1) "Protection for You and Your Family," (2) "Your Share in Lever's Profits" and (3) "Income for Your Retirement Years." These booklets are liberally illustrated with cartoons.

AFL Guide to Pension Plans

The American Federation of Labor has published a comprehensive guide book on pensions for union negotiators, entitled "Pension Plans under Collective Bargaining." It contains a chapter on union philosophy regarding private pension plans and another on the various legal regulations governing pensions. One important chapter discusses the various factors which go into the determination of the cost of a pension plan. Union negotiators are warned, however, that they should not undertake the functions of an actuary, but they "should at least know something about the principles upon which cost estimates are based."

A fourth chapter takes up the various methods of funding, such as pay as you go, terminal funding and full funding. Other chapters discuss the advantages and the disadvantages of the self-administered, trusteed plan and the insured plan, as well as the various methods of computing the pension benefits.

Perhaps the most important chapter is on the basic

NOVEMBER, 1952

factors which, according to the AFL, the union negotiator should try to have incorporated in the pension plan. Although "the ideal pension plan is seldom, if ever, attainable in a single step," the guide points out, "a union must usually decide which features are most essential to its purpose, leaving the frills to the future."

This book may be obtained from the American Federation of Labor, Washington, D. C. at a cost of 25 cents per copy.

Another Approach to Retirement

"You Are the Boss" is the title of two new booklets prepared by The Budd Company of Philadelphia. Book number one, with a blue and silver cover, is given to employees when they reach age fifty-nine. The purpose of the booklet is "to help you consider the many aspects of the new life you will make for yourself after retirement. . . . It is the consensus of opinion that by taking certain steps, you can make your retirement activities the high point of a long and useful career." Among the subjects discussed are: the necessity of keeping well and fit; finding out what kinds of activity the employee might like to engage in after retirement; where the employee might like to live; and how to live on a reduced income after retirement.

Booklet number two, with a gold and silver cover, is given to the employee just before retirement. Some of the questions raised in this booklet are "Am I Planning to Do the Right Thing?"; "Can I Afford to Retire"; "How About My Job Responsibilities?"; "Am I Completely Ready for My New Career?"; "How Will I Fill Up All That Time?"

Massachusetts Rules Against Compulsory Retirement Before Sixty-five

The Massachusetts Commission Against Discrimination has ruled that pension plans compelling retirement before sixty-five are ineffective in that state under the law barring discrimination in the forty-five to sixty-five age group.

Employee Stock Ownership Briefs

Westinghouse is again offering stock to employees under its semiannual offering ending October 20. Since 1950, when the first offer was made, 368,240 shares have been purchased by employees. Nearly one out of every four Westinghouse employees now owns or is purchasing stock in the company.

Of the 19,000 employees eligible for the stock option plan of the Inland Steel Company, 7,600, or 40%, have taken up the options granted them. Participation of hourly and other nonsupervisory employees was about 35%. Employees took options on 208,000 shares which amounted to 83% of the 250,000 shares set aside for offering to employees.

Investments under Profit Sharing

Stockholders of the General Bronze Corporation approved amendments to the employee profit sharing plan to permit the trust to invest in corporate securities, including those of General Bronze.

F. BEATRICE BROWER
Division of Personnel Administration

Travel Pay

(Continued from page 424)

NONEXEMPT SALARIED EMPLOYEES

On the whole, a company's nonexempt salaried employees who are required to travel overnight do as well as their hourly rated co-workers. According to thirteen participants in the survey, travel pay, overtime and expense provisions apply equally to these employees.

In the companies where the policy differs, however, the practices for travel pay and overtime are more stringent for salaried personnel. Two companies which pay their hourly workers for travel time outside of working hours have no such provision for their office people.

In general, the policies governing time worked and overtime differ in those companies which give some sort of extra premium to hourly workers. For example, the company that pays a 10-cents-an-hour bonus to the hourly rated employees offers no such payment to the others. Overtime rates after eight hours a day or five days a week are not forthcoming to the salaried personnel of one company; they must first work forty hours. The 25% hourly premium which is paid by one company, mentioned earlier, is reduced to a 20% factor for its other nonexempts.

Only in the matter of expenses do these companies with different travel policies for their salaried personnel show greater latitude. Two companies reimburse these employees their actual costs in living away from home, as opposed to the fixed daily allowance for their hourly workers.

ROCHELLE O'CONNOR

Division of Personnel Administration

MANAGEMENT RECORD

Significant Labor Statistics

					1952					Percentag	ge Change
Item	Unit	Sept.	Aug.	July	June	May	Apr.	Mar.	Year Ago	Latest Month over Previous Month	Latest Month over Year Ago
Consumers' Price Index 1 All items. Food. Housing. Clothing. Men's. Women's. Fuels. Electricity. Gas. Housefurnishings. Sundries. Purchasing value of the dollar. All items (BLS).	Jan, 1939 = 100	241.1 126.6 150.9 167.6 136.4 93.0 102.9 165.2 172.9	167.9 135.7 135.8 93.3 102.8 7 165.1 173.0 54.7	243.2 126.1 150.7 168.2 135.9 134.9 91.4 102.8 164.9 172.5	j 240.5 124.9 151.0 168.3 136.2 133.9 91.4 102.9 165.6 171.1 55.3	i 240.1 124.9 151.7 169.0 137.1 133.4 91.4 102.9 166.1 170.7	124.7 152.1 169.6 137.3 135.9 91.3 103.1 167.5 170.4	h 284.4 124.5 152.3 169.9 137.4 135.9 91.1 102.7 167.5 168.2 56.1	233.5 122.3 156.6 174.9 141.0 134.8 90.9 101.7 170.9 165.1 56.5	$\begin{array}{c} -0.5 \\ -1.1 \\ +0.1 \\ +0.3 \\ -0.2 \\ +0.7 \\ +0.4 \\ -0.3 \\ +0.1 \\ +0.1 \\ +0.5 \\ -0.5 \end{array}$	-4.2 -3.1 +1.2 +2.3 +1.2 -3.3 +4.7 -2.7
Employment Status 2 Civilian labor force	thousands thousands thousands thousands thousands	63,698 62,260 7,548 54,712 1,438	62,354 6,964 55,390	62,234 7,598 54,636	62,572 8,170 54,402	61,176 6,960 54,216	61,744 60,132 6,412 53,720 1,612	59,714 6,012 53,702	61,580 7,526 54,054	$ \begin{array}{c c} -0.4 \\ -0.2 \\ +8.4 \\ -1.2 \\ -10.3 \end{array} $	+1.2
Wage Earners ³ Employeesinnonagriculturalestablishm'ts Manufacturing. Mining. Construction. Transportation and public utilities. Trade. Finance. Service. Government. Production and related workers in manuf'g	thousands thousands thousands thousands thousands thousands thousands thousands thousands	p 16,284 p 885 p 2,747 p 4,216 p 9,931 p 1,972	r 2,781 r 4,202 r 9,789 r 1,992 r 4,844	r 15,153 r 784 r 2,721 r 4,141 r 9,787 r 1,991 r 4,857	r 15,410 r 814 2,663 r 4,168 r 9,838 r 1,977 r 4,837	46,355 15,680 893 2,520 4,134 9,773 7 1,958 4,795 6,602	46,299 15,795 896 2,416 4,096 9,845 1,952 4,748 6,551	15,869 904 2,296 4,118 9,668 1,937	46,956 16,039 917 2,768 4,178 9,781 1,898 4,831 6,544	+1.1 +1.9 -0.2 -1.2 +0.3 +1.5 -1.0 -0.2 +1.9	$ \begin{array}{r} -3.5 \\ -0.8 \\ +0.9 \\ +1.5 \\ +3.9 \\ f \end{array} $
Employment All manufacturing. Durable. Nondurable. Average weekly hours	thousands thousands thousands	p 7,322	r 12,846 r 7,096 r 5,750	r 6,550	r 6,888	12,606 7,280 5,326	12,733 7,329 5,404	7,316	13,087 7,279 5,808	+2.4 +3.2 +1.5	+0.6 +0.6 +0.5
All manufacturing. Durable. Nondurable. Average hourly earnings	number number number		r 40.6 r 41.2 r 39.9	7 40.4	r 40.5 r 41.2 r 39.5	40.2 41.1 39.0	39.8 40.8 88.4	41.7	40.6 41.6 39.4	+1.2 +1.5 +1.0	+1.2 +0.5 +2.3
All manufacturing. Durable. Nondurable. Average weekly earnings	dollars dollars dollars	p 1.805	r 1.670 r 1.770 r 1.543	1.734	r 1.658 r 1.747 r 1.540	1.658 1.746 1.530	1.655 1.742 1.529	1.656 1.746 1.530	1.613 1.707 1.489	$+1.4 \\ +2.0 \\ +0.2$	+5.0 +5.7 +3.8
All manufacturing Durable Nondurable	dollars dollars dollars	p 75.45	r 67.80 r 72.92 r 61.57	r 70.05	771.98	66.65 71.76 59.71	65.87 71.07 58.71	67.40 72.81 60.13	65.49 71.01 58.67	+2.6 +3.5 +1.2	+6.2 +6.3 +6.2
Straight time hourly earnings All manufacturing Durable Nondurable	dollars dollars dollars		r 1.617 r 1.705 r 1.503	r 1.680		1.610 1.682 1.499	1.605 1.683 1.494	1.597 1.673 1.489	1.554 1.638 1.444	+0.9 $+1.4$ -0.2	+5.0 +5.6 +3.9
Turnover rotes in manufacturing 3 Separations	per 100 employees per 100 employees per 100 employees per 100 employees per 100 employees	p 4.9 p 3.5 p 0.4 p 0.7 p 5.7	3.0 0.3 7 1.0	2.2 0.3 2.2	2.2 0.3 1.1	3.9 2.2 0.3 1.1 3.9	4.1 2.2 0.3 1.3 3.7	1.1	5.1 3.1 0.3 1.3 4.3	+33.3 -30.0	$ \begin{array}{r} -3.9 \\ +12.9 \\ +33.3 \\ -46.2 \\ +32.6 \end{array} $

THE CONFERENCE BOARD
Bureau of the Census
Bureau of Labor Statistics

a Adjusted indexes: Mar., 188.0; Apr., 188.7; May, 189.0; June, 189.6; July, 190.8; Aug., 191.1; Sept., 190.8 Year ago, 186.6 c Estimated

f Less than .05
h Based on food prices for Mar. 12, 1952
i Based on food prices for May 14, 1952
j Based on food prices for June 16, 1952
k Based on food prices for August 13, 1952.

Review of Labor Statistics

OWER FOOD PRICES accounted for an increase in the purchasing value of the consumer dollar in September, the first increase since February. The Conference Board's latest survey shows that the purchasing value of the dollar rose 0.5% between mid-August and mid-September, reaching a level of 55.0 cents (January, 1939, dollar = 100 cents). The consumers' dollar slipped below the 55-cent mark for the first time in July but despite the recent increase it was still 1.5 cents under its year-ago level. Since the outbreak of the Korean conflict (June, 1950), the dollar has fallen 10.9%.

Food prices dipped 1.1% over the month, largely as a result of seasonal declines in fresh fruits and vegetables. White and sweet potatoes, cabbage, green beans, onions and apples all dipped sharply. Beef prices were mixed; pork and lamb were generally lower. Moderate declines in prices of beef and veal are in prospect for the coming year as the Department of Agriculture reports an expected increase in the slaughter of cattle and calves. Competition from increased beef supplies will probably force lamb prices somewhat lower in 1953 and may be sufficient to prevent increases in pork prices in spite of declining hog production. Canned salmon and lard were also cheaper in September, while milk, butter and canned vegetables moved higher.

The clothing index registered its first increase (0.3%) since last September, reflecting the entrance into the market of fall and winter apparel. The September survey revealed that women's fur-trimmed coats and men's overcoats, topcoats and wool union suits all carry lower prices than a year ago. Prices of men's shoes continued to fall and prices of women's ny-

lon hose advanced for the first time in several months.

Housefurnishings continued their slight upward movement begun last month, with carpet prices leading the advance. However, this index was still 3.3% below the September, 1951, level. Although few trends have emerged as yet, increased price activity was apparent throughout the component.

Coal prices were higher in a number of cities and helped to push the fuel index up 0.4%. Housing costs continued to advance for the third consecutive month.

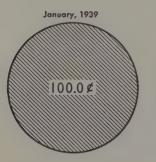
The all-items index for September stood at 181.9 (January, 1939=100), 0.5% below the August level and 2.7% above the September, 1951, figure.

EMPLOYMENT

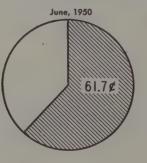
The number of workers in nonagricultural industries declined slightly in September from the number reported in August, according to the Bureau of the Census. Two factors were involved: a reduction of approximately 1.3 million persons of school age in nonfarm jobs was countered to a large extent by new workers. The estimated net decline was 678,000 workers—a 1.2% drop from the August figure. It was the first decline in nonagricultural employment reported this year. Employment of women continued to increase.

Total employment (nonagricultural plus agricultural) showed little change in September from the figure for August. The drop in nonagricultural employment was offset by a rise in the number of agricultural workers. During September, cotton and corn harvesting were in full swing. A large number of agricultural workers who dropped out in August returned in September for the harvests.

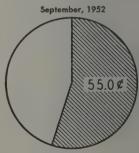
Purchasing Value of the Dollar



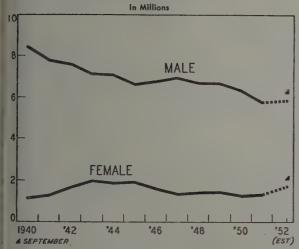
Source: The Conference Board







Agricultural Employment



Sources: Bureau of the Census; The Conference Board

The number of persons seeking jobs in September was probably the lowest since World War II. The September estimate of 1.4 million unemployed compares with 1.6 million for August of this year and for September a year ago. (The World War II low was 440,000 in 1944.) A notable decline took place in the number of long-term unemployed (four months or more). The number in this group began to decline sharply following the outbreak of the Korean conflict.

Women Workers

The number of women workers in nonagricultural industries continues to increase. Except for a slight drop in 1950, the gains have been steady each year since 1947 (see accompanying chart).

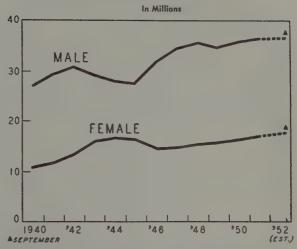
The average number of women employed in non-agricultural industries in 1951 amounted to 17.3 million. In 1947 it amounted to 14.8 million, and in 1940 it was only 10.1 million. While a twelve-month average for this year is not yet available, there were 17.9 million employed in this type of work in September, 1952, as compared with 17.0 million in September, 1951.

The lure of higher earnings in defense plants and other industries has made heavy inroads into the ranks of female farm workers. The peak for the last decade of 2.0 million in 1943 dwindled to 1.3 million in 1951. Inroads among male workers on farms has been even more marked; an average of 8.5 million worked on farms in 1940 contrasted to only 5.8 million for the year 1951.

WORK WEEK

The length of the work week in September topped that of August, according to a preliminary report of

Nonagricultural Employment



Sources: Bureau of the Census; The Conference Board

the Bureau of Labor Statistics. The September average for all manufacturing was 41.1 hours compared with 40.6 hours in August.

Among manufacturers of durable goods, the length of the work week showed the greater gain over August—41.8 hours compared with 41.2 hours for August. For nondurable goods companies, the average work week increased from 39.9 hours in August to 40.3 hours in September. This September, 1952, average of 41.1 compares with an average of 39.4 hours in September a year ago.

WAGE SETTLEMENTS

Forty-one wage settlements were compiled from the press and confirmed by The Conference Board this month. All but one concerned wage earners. Five settlements covered both wage and salaried personnel, while one affected only salaried personnel.

The largest increase noted this month was the 18-cent hourly raise given by the Lone Star Cement Corporation. Capital Airlines granted a 16.64-cent hourly raise for employees. Hourly increases this month ranged from 3 cents to 18 cents per hour and from 5% to 10%. More than 53,000 workers were involved. Some companies included in the tabulation did not report the number of personnel involved in settlements.

Twenty-eight agreements with wage earners required WSB approval for increases in salary. Of these, nine were approved and two turned down. Nineteen contracts involving fringe benefits are being considered by the WSB.

Some significant wage settlements were:

The Boston Edison Company of Boston, Massachusetts, granted a 9% increment to 2,850 employees.

Consumers' Price Indexes for Cities Surveyed Quarterly

		dex Numbe a., 1939 = 1		Perce Cha	ntage nges			dex Number, 19 5 9 = 1			entage
	Sept. 1952	June 1952	Sept. 1951	to	Sept. 1951 to Sept. 1952		Sept. 1952	June 1952	Sept. 1951	June 1952 to Sept. 1959	to
Cleveland						Lansing		1			1
Food	247.3	247.2	236.1	a	+4.7	Food	259.1	262.1r	249.9	-1.1	+3.7
Housing	120.5	120.1r	118.3	+0.3	+1.9	Housing	133.8	133.8	132.6	0	+0.9
Clothing	166.1	162.8	168.7	+2.0	-1.5	Clothing	155.1	154.9	160.2	+0.1	-3.2
Fuel ¹	144.0	142.3	141.7	+1.2	+1.6	Fuel ¹	146.5	143.5	144.9	+2.1	+1.1
Housefurnishings	175.7	175.4	177.6	+0.2	-1.1	Housefurnishings	164.0	163.5	170.5	+0.3	-3.8
Sundries	179.9	177.1	174.2r	+1.6	+3.3	Sundries	179.5	179.3	177.77		+1.0
Weighted total	185.3	184.0r	180.27	+0.7	+2.8	Weighted total	186.1	186.6	183.6r	-0.3	+1.4
Des Moines						Milwaukee					
Food	246.8	246.9	241.0	a	+2.4	Food	256.7	258.3r		-0.6	+5.9
Housing	119.7	119.7	118.4	0	+1.1	Housing	172.2	171.9	169.6	+0.2	+1.8
Clothing	162.3	162.6r	169.8	-0.2	-4.4	Clothing	159.2	160.5	167.3	-0.8	-4.8
	158.8	155.5	156.5	+2.1	+1.5	Fuel ¹	139.0	137.5r		+1.1	+1.7
Housefurnishings	162.3	162.8	173.6	-0.3	-6.5	Housefurnishings	176.9	175.7	181.6	+0.7	-2.6
Sundries	163.7	163.8	159.2	-0.1	+2.8	Sundries	182.9	182.8r	172.2r	+0.1	+6.9
Weighted total	178.1	178.0	176.0	+0.1	+1.2	Weighted total	196.4	196.8	190.2r	-0.2	+3.5
Huntington				1	1	Portland				1	
Food	227.8	222.27	216.3	+2.5	+5.3	Food	251.5	246.3r	243.6	+2.1	+3.9
Housing	125.1	123.6	122.6	+1.2	+2.0	Housing	141.3	141.3	134.8	0	+4.8
Clothing	150.4	152.0	155.9	-1.1	-3.5	Clothing	174.9	173.6	183.1	+0.7	-4.8
Fuel ¹	117.5	117.5	113.8	0	+3.3	Fuel ¹	144.1	144.1	143.3	0	+0.6
Housefurnishings	152.5	150.1	155.3	+1.6	-1.8	Housefurnishings	151.3	150.9	154.1	+0.3	-1.8
Sundries	170.9	170.9	168.1	0	+1.7	Sundries	157.0	156.7r	149.9	+0.2	+4.7
Weighted total	176.4	174.5r	172.2	+1.1	+2.4	Weighted total	183.9	182.17	179.2	+1.0	+2.6
Kansas City						Pittsburgh (2)	1				
Food	222.0	221.1	216.5	+0.4	+2.5	Food	242.8	241.3	229.8	+0.6	+5.7
Housing	112.8	111.5	111.5	+1.2	+1.2	Housing	140.4	140.4	133.0	0	+5.0
Clothing	158.0	158.5	164.5	-0.3	-4.0	Clothing	149.5	149.9	155.1	-0.3	-3.0
Fuel ¹	127.6	127.6	125.6	0	+1.6	Fuel ¹	147.8	145.8	146.1	+1.4	+1.9
Housefurnishings	152.4	152.9	155.2	-0.3	-1.8	Housefurnishings	148.0	147.07		+0.7	-6.9
Sundries	175.4	174.6	163.2	+0.5	+7.5	Sundries	177.3	176.9	169.8r	+0.2	+4.4
Weighted total	172.3	171.7	167.3	+0.3	+3.0	Weighted total	185.4	184.7	178.7r	+0.4	+3.

Percentage Changes in Indexes for Evansville

	Weighted Total		Food		Housing		Clothing		Fuel & Light		Housefurnishings		Sundries		
	June Sept. 1952 1951 Sept. Sept. 1952 1952		June 1952 Sept. 1952	Sept. 1951 Sept. 1952	June Sept. 1952 1951 Sept. Sept. 1952 1952		June 1952 Sept. 1952	1952 1951 Sept. Sept.							
Evansville, Ind	+0.6	+1.4	+2.6	+4.1	0	+0.7	-0.1	-2.7	+0.5	-1.0	-0.3	-3.4	-1.2	+1.	

Source: THE CONFERENCE BOARD.

Includes Electricity and Gas.
 Pittsburgh Surveyed Sept. 1952, May 1952, Aug. 1951.

a Less than 0.1%.
r Revised.

Consumers' Price Index for Ten United States Cities, and Purchasing Value of Dollar

Index Numbers, January, 1939 = 100

Date	Weighted				Clothing			Fuel ²		House-		Purchasi
	Average of All Items	Food	Housing ¹	Total	Men's	Women's	Total	Electricity	Gas	furnish- ings	Sundries	Value of
1951 September	175.5	230.6a	118.4	153.5	170.2	139.4	132.1	89.8	103.7	170.2	166.4	57.
October	176.0	232.1	118.8	153.6	170.8	139.2	132.5	89.8	103.7	169.2	166.3	56.
November	178.2	236.8h	119.9	152.7	169.3	138.7	132.7	89.8	103.7	169.7	167.9	56.
December	178.8	236.7c	120.3	152.1	168.9	138.0	133.0	89.8	103.7	169.9	170.3	55.
Annual average	174.5	229.3	116.9	152.2	168.8	138.7	131.7	89.8	103.7	170.8	166.3	57.
1952 January	179.0	237.5	120.9	151.2	167.3	187.5	133.1	90.0	103.7	168.6	170.1	55.
February	176.8	230.7d	121.1	150.1	166.3	136.5	133.0	90.0	103.7	168.3	169.0	56.
March	176.7	231.0e	121.2	149.8	166.0	136.1	133.2	90.0	104.8	167.0	170.1	56.
April	178.4	234.3	121.4	149.7	165.8	136.1	133.3	90.0	104.9	166.9	172.1	56.
May	178.9	236.6f	121.5	149.4	165.2	136.1	130.6	90.0	104.8	165.5	172.2	55.
June	179.0	237.0g	121.5	148.8	164.7	135.4	130.9	90.0	104.8	165.0	172.3	55.
July	180.4	239.8	121.7	148.5	164.6	135.0	131.77	90.0	104.8	164.3	173,6	55.
August	180.9r	240.6rh	122.1	148.2	164.3	134.7	132.9	92.2	104.8	164.57	174.0	55.
September	180.0	237.8	122.2	148.5	163.9	135.5	133.7	92.2	104.8	164.5	174.0	55.
Percentage Changes												

Aug. 1952 to Sept. 1952... Sept. 1951 to Sept. 1952... Rents surveyed quarterly in individual cities
 Includes electricity and gas
 Based on food prices for Sept. 17, 1951

+2.6

+3.1

-3.7

-0.2

+0.6

-2.8

 $^{+0.6}_{+1.2}$

+0.1 +3.2

-3.3

on food prices for March 12, 1952 on food prices for May 14, 1952 on food prices for June 16, 1952 on food prices for August 13, 1952.

+4.6

r Revis

Consumers' Price Indexes for Cities Surveyed Monthly

Note: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

		dex Numbern., 1989=1		Perce Cha	ntage nges			ndex Numbern, 1989=1			entage
Стт	Sept. 1952	Aug. 1952	Sept. 1951	Aug. 1952 to Sept. 1952	Sept. 1951 to Sept. 1952	Citt	Sept. 1952	Aug. 1952	Sept. 1951	Aug. 1952 to Sept. 1952	Sept. 1951 to Sept. 1952
Birmingham Food	237.6 160.9	245.8 160.9	236.87 152.0	-3.3	+0.3 +5.9	Indianapolis Food	253.7 124.4	256.4 123.0	244.9r 122.5r	-1.1 +1.1	+3.6 +1.6
Clothing. fuel4. Housefurnishings.	151.4 132.5 170.9	152.1 131.2 170.9	155.7 130.1 172.7	-0.5 + 1.0	$ \begin{array}{r} -2.8 \\ +1.8 \\ -1.0 \end{array} $	Clothing	145.1 159.2 159.9	143.7 156.6 159.9	150.7 155.8 163.77	$+1.0 \\ +1.7$	-3.7 +2.2 -2.3
Sundries Weighted total	154.6 178.9	154.7 181.4	145.8 174.9	-0.1	$+6.0 \\ +2.3$	Sundries Weighted total	180.0	177.8	172.2r 181.0r	$+1.2 \\ +0.3$	+4.5
Boston Pood Housing ³ . Clothing Fuei ⁴ Housefurnishings. Sundries Weighted total.	230.3 129.5 142.1 173.8 155.9 165.9	235.7 129.5 136.2 173.3 155.9 165.9	219.1 117.9 145.8 167.1 164.7 163.37	-2.3 0 +4.3 +0.3 0 -0.7	+5.1 +9.8 -2.5 +4.0 -5.3 +1.6 +4.0	Los Angeles Food Housing ¹ Clothing Fuel ⁴ Housefurnishings Sundries Weighted total	236.3 143.0 142.1 101.1 159.3 170.3	237.37 143.0 142.2 101.1 158.9 170.2	231.1 141.7 145.1 97.7 168.8 162.2	$ \begin{array}{c c} -0.4 \\ 0 \\ -0.1 \\ 0 \\ +0.3 \\ +0.1 \\ \hline -0.1 \end{array} $	+2.3 +0.9 -2.1 -3.5 -5.6 +5.0 +2.2
Chicage Food	254.2 133.6 146.9 118.0 158.7 176.3	256.27 133.6 146.4 118.0 160.87 176.5	172.97	$ \begin{array}{c c} -0.8 \\ 0 \\ +0.3 \\ 0 \\ -1.3 \\ -0.1 \\ -0.4 \end{array} $	+3.5 +4.9 -3.9 +0.6 -2.3 +2.0 +2.4	New Orleans Food. Housing*. Clothing Fuel* Housefurnishings. Sundries. Weighted total	253.1 133.0 156.3 93.0 179.3 147.9	256.3 130.8 157.3 92.5 174.3 148.8	242.47 130.87 159.8 91.3 176.7 146.0	$ \begin{array}{c c} -1.2 \\ +1.7 \\ -0.6 \\ +0.5 \\ +2.9 \\ -0.6 \\ \hline -0.5 \end{array} $	+4.4 +1.7 -2.2 +1.9 +1.5 +1.3 +2.6
Denver Food	237.3 128.5 162.7 103.6 160.6 154.7	239.8 128.2 163.0 103.6 160.1 153.87	228.6 128.2 172.3 108.2 166.3 155.4r	-1.0 +0.2 -0.2 0 +0.3 +0.6 -0.2	+3.8 +0.2 -5.6 -4.3 -3.4 -0.5 +0.6	New York Food	928.0 107.1 152.4 135.2 164.3 175.7	230.47 107.1 152.4 134.0 163.17 175.7	105.6r 156.5 132.7 170.6 166.2	$ \begin{vmatrix} -1.0 \\ 0 \\ 0 \\ +0.9 \\ +0.7 \\ 0 \\ -0.4 \end{vmatrix} $	+2.1 +1.4 -2.6 +1.9 -3.7 +5.7 +2.2
Food Housing ² Clothing Fuel ⁴ Housefurnishings Sundries Weighted total	250.3 130.6 146.6 160.4 167.7 179.1	254.9 130.6 147.4 160.0 168.2 179.1	238.5 121.8 156.6 160.2 172.07 175.1	-1.8 0 -0.5 +0.3 -0.3 0	+4.9 +7.2 -6.4 +0.1 -2.5 +2.3 +2.9	Philadelphia Food. Housing ³ . Clothing. Fuel ⁴ . Housefurnishings. Sundries. Weighted total	229.2 117.6 142.7 154.6 176.7 177.6	293.8 117.7 142.4 153.6 178.9 177.6	219.6 114.3r 146.6 157.1 183.4 162.0r	$ \begin{array}{c c} -1.8 \\ -0.1 \\ +0.2 \\ +0.7 \\ -1.2 \\ 0 \\ -0.8 \end{array} $	+4.4 +2.9 -2.7 -1.6 -3.7 +9.6 +4.1

Source: THE CONFERENCE BOARD.

Consumers' Price Index for Thirty-nine Cities, and Purchasing Value of the Dollar

Index Numbers, January, 1939=100

Date	Date Weighted Average of Food		Housing1	Clothing				Fuel ²		House- furnish-	Sundries	Purchasing Value of
	All Items		250 1101215	Total	Men's	Women's	Total	Electricity	Gas	ings		the Dollar
1951 September	177.1	233.5a	122.3	156.6	174.9	141.0	134.8	90.9	101.7	170.9	165.1	56.5
October	177.6	235.0	122.7	156.3	175.0	140.6	135.1	90.9	101.7	169.8	164.9	56.3
November	179.7	239.8b	123.8	155.1	173.2	139.8	135.5	90.8	102.0	170.4	166.5	55.6
December	180.2	239.5c	124.0	154.6	172.7	139.2	135.8	91.0	102.0	170.6	168.5	55.5
Annual average	176.2	232.5	120.8	155.0	172.6	140.1	134.4	90.9	101.4	171.7	164.5	56.8
1952 January	180.3	240.3	124.5	153.7	171.2	138.8	135.9	91.2	102.1	169.1	168.1	55.5
February		233.9d	124.5	152.7	170.2	137.9	135.8	91.1	102.1	168.7	166.9	56.3
March	178.2	234.4e	124.5	152.3	169.9	137.4	135.9	91.1	102.7	167.5	168.2	56.1
April	179.9	237.8	124.7	152.1	169.6	137.8	135.9	91.3	103.1	167.5	170.4	55.6
May	180.6	240.1f	124.9	151.7	169.0	137.1	133.4	91.4	102.9	166.1	170.7	55.4
June	180.8	240.5g	124.9	151.0	168.3	136.2	133.9	91.4	102.9	165.6	171.1	55.3
July	182.3	243,2	126.1	150.7	168.2	135.9	134.9	91.4	102.8	164.9	172.5	54.9
August	182.87	243.9rh	126.57	150.5	167.9	135.7	135.8	93.3	102.8	165.17	173.0	54.7
September	181.9	241.1	126.6	150.9	167.6	136.6	136.4	93.0	102.9	165.2	172.9	55.0
				Pero	entage Ch	onges						

Aug. 1952 to Sept. 1952. Sept. 1951 to Sept. 1952 1 Rents surveyed quarterly for individual cities.
2 Includes electricity and gas.

-0.5 + 2.7

 $-0.2 \\ -4.2$

 $^{+0.7}_{-3.1}$

 $+0.4 \\ +1.2$

+0.3

-3.6

-3.3

-0.3

+2.3

+0.5-2.7r Revised

+4.7

¹ Rents surveyed January, April, July, October.

² Rents surveyed February, May, August, November. ³ Rents surveyed March, June, September, December.

⁴ Includes electricity and gas. r Revised.

 $^{^{+0.1}}_{+3.5}$

^{+1.2}

e Based on food prices for Mar 12, 1952. f Based on food prices for May 14, 1952. g Based on food prices for June 16, 1952. b Based on food prices for June 18, 1952.

This averaged about 15 cents an hour for 1,900 production and maintenance workers, and 12.5 cents for 950 office and clerical help. All employees are members of the Utility Workers Union of the CIO.

The Libbey-Owens-Ford Glass Company of Toledo, Ohio, granted an 8-cents hourly increment under GWR 8, effective 5-15-52. Productivity allowances of 2 cents an hour to be effective 11-15-52, 5-15-53, 11-15-53, as well as a GM-type cost of living escalator clause were also granted. Increased benefits offer six instead of three paid holidays, three weeks' vacation after fifteen years' service, and larger shift premiums. The company reports that the entire package is subject to WSB approval.

The Warner-Hudnut Company of New York City granted a 6-cents increment to 600 employees. Of this raise, 2 cents is subject to WSB approval. The board has already approved fringe benefits which grant Blue Cross hospitalization paid for by the firm. The contract runs for one year.

THOMAS A. FITZGERALD VIRGINIA M. BOSCHEN Statistical Division

Communication

(Continued from page 416)

Question. Can you talk things over with your foreman

when you want to:		
Answers	Plant A	Plant B
Yes, I always can	34%	56%
Usually I can	42	27
He is generally too busy	6	4
Usually he doesn't want to		
be bothered	13	13
I hardly ever get to talk		
things over with him	5	0

Question. How often do you think it would be a good idea for workers to have group meetings with their foremen (say about thirty or forty minutes long) to talk things over?

Answers Plant A Plant B
About once a week 5% 10%
About once a month 40 76
Once in a while 41 11
See no use in having such meetings 14 3

In looking at the last question, it should be recalled that foremen-employee meetings (work-unit meetings) have been held monthly for several years at Plant B. Plant A had not yet started such meetings at the time the survey was made. (It has started them since.)

The Plant B vote is therefore a vote about a current practice. It strongly supports the practice. At Plant A, the workers are not certain that regular work-unit meetings would be a good idea. (Those who thought

that the meetings might be a good idea "once in a while" constitute another category.) However, 45% at Plant A were of the opinion that such meetings on a regular weekly or monthly basis would prove helpful. This response, coming as it does from workers who have only heard of such meetings, suggests that a need exists for a communication medium of this sort.

Getting to the Top

Most matters can be handled on the spot in the work unit. Managers and employees alike agree that's where they should be handled. But some matters don't get handled there, and some need the attention of top management. (Examples would be: an employee's idea that concerns other units than his own; an employee's criticism that his foreman discriminates among the workers.)

among the workers.)

Two questions inquired about communication

above the first level.

Question. Have you been able to get your ideas up to

	Plant A	Plant B
I can almost always get my ideas up	21%	49%
I can sometimes get my ideas up	31	28
I can hardly ever get my ideas up	32	15
I am not interested in try- ing to get my ideas up	16	10

Question. Do you think the top men are really interested

Answers	Plant A	Plant B
I think they are definitely interested in my ideas	22%	31%
I think they may have some interest in my ideas	37	41
I think they have little or no interest in my ideas	30	15
I never thought about this matter one way or the	00	10
other	11	13

There are some sharp differences in the answers to these two questions. A large majority of the workers in Plant B regard the top men as accessible to them and as interested in their ideas. Scarcely more than half of the Plant A workers entertain similar ideas.

To summarize, the Plant B worker feels that his environment is conducive to upward communications whereas his counterpart in Plant A is less hopeful about the possibilities.

MORE INFORMATION DESIRED

A criticism often made of communication programs is that their content is of more interest to management than to the worker. In an effort to determine the validity of this criticism, the Board asked the workers about twenty subjects that are found in many company programs.

The employee was requested to indicate his interst, or lack of it, on each of the topics by checking one f the following choices:

☐ I wish to know more about this.

☐ I do not care to know more about this.

☐ I am not interested in this.

If there is any "loading" here, it would seem to be on the negative side. Two of the three choices offered the employees opportunities to vote against each topic.

Question. Here are a few things about the company.

Some you probably know a lot about. Some you may know only a little about. Please make a check after each thing to show whether or not you wish to know more about it.

		The Ans	wers		
know mo	ore	to know	more	inter	n not ested this
Pla	ınts	Pla	ints	Ple	ants
A	В	\ A	В	A	В
s 75%	79%	21%	16%	4%	5%
44	49	49	44	7	7
57	66	42	31	1	3
62	53	31	28	7	19
89	95	7	3	4	2
59	57	8	2	5 3	41
54	60	43	40	3	0
40	49	59	51	1	0
75	82	22	18	3	0
40	31	59	67	1	2
m 49	51	49	46	2	3
44	50	54	45	2	5
m 34	53	58	36	8	11
49	59	50	41	1	0
61	41	38	59	1	0
56	60	39	38	5	2
46	47	45	49	9	4
51	58	41	38	8	4
57	58	34	48	9	4
49	50	42	46	9	4
	Reserve	I wish to know more about this Plants A B B S 75% 79% 44 49 57 66 62 53 89 95 59 57 54 60 40 49 75 82 40 31 31 44 50 50 61 41 56 60 46 47 51 58 57 53 58 57 58 57 58 58 58 58	I wish to know more about this to know about this this to know about this to know about this to know about this this to know about this to know about this to know about this to know about this this to know about this to know about this this to know about this this this this this this this thi	Record R	I wish to know more about this Plants Plants Plants Plants

Several very interesting thoughts emerge on the basis of these figures:

- 1. A majority of the workers at Plant A would like to know more about eleven of the twenty subjects; the same is true for Plant B on thirteen of the twenty subjects. Clearly, there is a substantial amount of interest in these topics which could be utilized to begin or extend a communication program.
- 2. Ten subjects of particular interest to these workers are:

The company's future prospects
How promotions are decided
How American business works
Things the company makes
Pay of company officers

Reasons for firing workers Company profits How my pay is figured Use made of union dues What the union is after

"The company's future prospects" is the subject of greatest interest to these employees. This is a large subject. It alone, with all its ramifications, could form the basis for an employee information program. "How American business works"—economic education—stands high on the list. So do several personnel matters. A slight majority of the workers in both plants would like to know more about union goals and the disposition of union dues.

If the same listing of twenty subjects were presented in the same fashion to the employees of another company, a somewhat different ranking undoubtedly would result.¹ But a company might well anticipate that a number of the top ten items from the present list would show up on its list, too.

3. The fact that a larger percentage of Plant B workers than Plant A workers were interested in learning more about the different subjects (as shown in the first column, Plant B was ahead fifteen times, Plant A only five times) leads to the hypothesis that supplying information to employees creates the desire for more information. If this hypothesis is a valid one, it has far-reaching implications. One, for example, is that a company which begins a communication program is not going to be able to complete the job in a short time, but rather will be continuing its efforts, perhaps expanding them, over the years.

EVALUATION OF RESULTS

Three final questions looked into the workers' reactions to communication in terms of its success and values in their respective plants. The first asked directly:

Question. Does your company do a good job of telling you what's going on and what's being planned?

Answers	Plant A	Plant B
It does a very good job	18%	55%
It does a fairly good job	60	81
It doesn't do much of this		
at all	22	14

The extra attention that Plant B has given to communications seems to have paid off, according to these

The two remaining questions may be thought of as pertaining to over-all morale. A chief goal of communication is to build a team spirit—to develop positive feelings and attitudes toward the organization. Compare the figures in the following tables.

Question. Do you feel a part of your company? Answers Plant A Plant B

I feel I really belong 29% 62%
I feel I just work here 42 14
Sometimes I feel one way
and sometimes the other 29 24

Question. Generally speaking, how does your company compare as a company to work for compared with other companies that you know about or have worked for?

¹ Some such approach as this has been used by companies to serve two purposes: to get a line on the employees' interests, and to stimulate interest in the program through participation in the planning.

Answers	Plant A	Plant B
One of the very worst	1%	0%
Worse than average	4	3
Just average	35	19
Better than average	40	33
One of the very best	20	45

Differences of these magnitudes don't just happen! Something causes them. It cannot be proved that communication is the answer, but it would be illogical to think that communication did not contribute to the differences. Lacking a laboratory setup and laboratory conditions, it is possible only to make reasonable guesses. A reasonable guess here is that communication is a powerful factor affecting the ideas and attitudes of the employees in the two plants.

STEPHEN HABBE

Division of Personnel Administration

Medical Plan

(Continued from page 422)

to putting on new dressings for injuries) usually average twenty or more a year at Allen Manufacturing Company. Among the member companies the average ranged from eleven to thirty-five.

JUDGING THE RESULTS

Opinions of some of the participants and of one outside observer concerning benefits of this medical service are reproduced below:

"Our group medical service has contributed greatly toward a much improved safety record, better employee health, less absenteeism, improved management-labor relations, and better productivity. It is, in our opinion, an essential part of good management for a small industry." Hartford Electric Steel Corporation

* * *

"The cooperative medical plan has permitted companies, otherwise too small to do so, to secure the services of a doctor through the medium of sharing costs with other small companies. Because the doctor is acquainted with the medical needs of all the participants, a standardization of procedure in all member plants has been possible. The doctor's role in keeping employees on the job following injuries and in expediting the return to work of employees absent due to factory injuries has been of prime importance in this program. The use of preemployment physical examinations serves as an entrance barrier to poor risks. The doctor's advice in noncompany cases is of value in our employee relations program. The advice available to our nurses in cases of serious accidents is of value both to the company and the injured employee. It assures the employee of the best possible care. It protects the company by establishing sound evidence as to the nature and degree of the injury." The Cushman Chuck Company

"An in-plant medical service as complete as ours become primarily preventive in purpose. It serves the interests of both management and employees best when it concentrate on preventing lost time and making workers healthier and safer at work. We feel that the service is indispensable in ad ministering such personnel functions as placement, absented control, rehabilitation, counseling, and retirement. Putting medical advice and aid within easy reach helps employee to solve personal problems as well as to raise the level of plant health and efficiency. The results can be measured in both money and morale. Furthermore, it seems to us that the most effective way for management to counteract socialized medicine is to satisfy the health needs of employees through private insurance programs and in-plant medical services. For small and medium-sized companies the group medical service is the proved solution to keeping the business of health out of government control." Allen Manufacturing Company

* * *

"Our part in the Hartford Small Plant Group Medical Service has enabled us to maintain a staff that has specialized in industrial medicine. As a result, we are able to go beyond the function of merely treating injuries and can direct our medical experience toward accident prevention. Maintaining a medical staff and dispensary at our plant has virtually eliminated the necessity of out-plant medical treatment and the lost time it involved. Immediate application of preventive treatment of both occupational and nonoccupational injuries or illnesses has also greatly reduced lost time by precluding complications. This program has more than paid for itself through direct savings to the company, not to mention savings to individual employees which are reflected in employee morale." Jacobs Manufacturing Company

* * :

"The Bureau of Industrial Hygiene of the Connecticut State Department of Health is extremely interested in furthering the cause of industrial medicine for small companies. The number of small plants in Connecticut by far constitutes the greater percentage of all industrial establishments in this state. Medical service for the small plant has always been a problem, and the Hartford Plan is one way by which adequate medical services may be obtained for them.

"Participation in the Hartford Plan as we view it has

provided the following advantages:

- A well-organized industrial medical service including prevention and treatment of occupational illness and injury;
 - 2. Definite care for nonoccupational illness and injury;
 - 3. Adequate follow-up of all illness and injury; and
- 4. Health counseling and education in all factors pertaining to health.

"As a result of this program, lost time for treatment of cases outside the plant is eliminated, absentee rate is lowered, accident rate is lowered and compensation rates for each participating company have fallen. Beyond this, it has done much to improve employee morale." Bureau of Industrial Hygiene, Connecticut Department of Health

DORIS M. THOMPSON
Division of Personnel Administration

MANAGEMENT RECORD

Wage Adjustments Announced Prior to October 15, 1952

	Type				
Company	of "	Amount	Date Effective	Number Affected	Remarks
hemicals and Allied Products American Home Products Corporation Chamblee, Ga.	n WE	\$.095 hr.	7-15-52	65	WSB approval was required and granted for fringe benefits, which include liberalized sick leave and compensation payment privileges, reduction of 3 months in automatic seniority span; time and a half for Saturday as such; 3 weeks vacation after 15 years. Contract expires in 2 years. (United Gas, Coke & Chemical Workers, CIO)
Brown and Bigelow Co	. WE	\$.10 hr.	6-13-52	21	First contract after unionization grants 10¢ inequity raise subject to Board approval. Previous hourly minimum \$1.10. New vacation, accident and sickness insurance also subject to approval Contract expires 7-3-53. (United Gas, Coke & Chemical Workers, CIO)
Excelsior Varnish Co., Inc	. WE	\$.075 hr.	6-30-52	15	Wage adjustment was a result of expiration of contract. Prior minimum wage rate was \$1.555 an hour. Contract to run for one year. (No union)
Warner-Hudnut Co	. WE	\$.06 hr.	7-1-52	600	Of this raise, 2¢ is subject to WSB approval. Approved benefit: involve Blue Cross hospitalization, paid for by firm. Contract runs one year. (United Gas, Coke & Chemical Workers, CIO)
lectrical Machinery, Equipment an	d				
upplies RCA Victor Division N. J. Carronsburg, Pa.	. WE	See Remarks	6-9-52	700	Raise, subject to WSB approval, is $6\frac{1}{2}$ ¢ or 5% , whichever is greater. Previous minimum was \$1.10, effective 9-24-61. Fringe benefits, also subject to approval, allow 2 days funeral leave with pay, increased hospital benefits and holiday pay, layoff allowance, and payment for jury duty. Wage reopening 5-1-53; contract expires 6-30-54. (Int'l Brotherhood of Electrical Workers, AFL)
Pabricated Metal Products American Radiator & Standard San	i-				
tary CorpLouisville, Ky.		See Remarks	5-22-52	\$,609	A master agreement was negotiated with delegates of 15 unions comprising the Standard Allied Trades Council. A 6¢ increment was granted to 3,357 workers connected with 10 different unions. WSB approval is required for varying amounts up to 4¢, while it has been received for vacation benefits. Of those locals not covered by the agreements, settlements with bricklayers were maintained at 25¢ less than, and painters at 85% of, the rates paid their counterparts in the Louisville area. Electricians, who previously received 85% of the electrical contractor's rate, signed a 5-year settlement for 35¢ less than the prevailing hourly rate, subject to WSB approval. Increments ranging from 8¢ to 16¢ were granted 126 skilled machinists subject to WSB approval, while their helpers received 6¢. Skilled carpenters settled at 85% of the outside rate, of which 5¢ is not subject to WSB approval. Except for the electrical workers mentioned above, the contract runs for 1 year. (Standard Allied Trade Council, AFL; Pattern Makers League of North America, Cincinnati Ass'n, AFL)
E. Keeler Co	. WE	\$.07 hr.	4-1-52	170	WSB approval received for raise, for increased overtime, and for reduced time required for earning vacation. Date of expiration: 4-1-53. (Int'l Union of Electrical, Radio & Machine Workers CIO)
Pood and Kindred Products Progress Brewing Company, Inc Oklahoma City, Okla.	WE	\$.075 hr.	6-1-52	n.a.	Increment came as a result of contract expiration. (Int'l Union of United Brewery, Flour, Cereal, Soft Drink & Distillery Workers, CIO)

Wage Adjustments Announced Prior to October 15, 1952—Continued

and the same of th	Туре		Increase		march of the second state of the second	
Company	of	Amount	Date Effective	Number Affected		
Furniture Heywood-Wakefield Co. Los Angeles, Calif.	. WE	\$.07 hr.	8-7-5%	76	Prior to wage reopening, minimum hourly wage was \$1.40, effect 9-3-51. Wage reopening on 10 days' written notice. Continue 2 years from 9-1-51. (Furniture Workers, Upholste and Wood Workers Union, Ind.)	
Leather and Leather Products Chippewa Shoe Co. Chippewa Falls, Wis.	. WE	5%	6-9-52	n.a.	Of this increment, 1% is subject to WSB approval. Contexpires 6-6-53. (Boot & Shoe Workers Union, AFL)	
Lumber and Wood Products Horner Flooring Co. Dollar Bay, Mich.	WE	\$.05 hr.	7-1-52	92	Previous minimum \$1.00 an hour, effective 10-1-50. WSB approvements of 3 paid holidays, increased hotalization benefits. Wage reopening on 60 days' notice. Contraction of the contracti	
Machinery (Except Electrical) McCrosky Tool Corporation Meadville, Pa.	WE	See Remarks	See Remarks	200	Effective 4-16-52, 6¢ came automatically as cost of living increfollowed on 7-1-52 by 5¢ increase for which WSB approval been received. Fringe benefits of shift differential; life, sick and accident insurance, subject to approval. Wage reoper 4-16-53, contract expires 4-15-54. (Int'l Ass'n of Machin AFL)	
Paper and Allied Products Continental Paper Company Ridgefield Park, N. J.	WE	\$.075 hr.	1-9-52	315	Date of settlement 6-27-52. Prior minimum hourly wage was \$1.50, effective 12-29-50. Of the 7½¢ increment 1½¢ subject to WSB approval which has been granted. The ter of the contract is 3 years from 12-29-50; wage reopening 1-5 (United Paperworkers, CIO)	
Thilmany Pulp & Paper Co	WE	See Remarks	not established	1,100 d	A 4¢ hourly increase granted which cannot be made effect under present regulations. Prior to settlement, minimum howages were \$1.38 for males, \$1.22 for females. Fringe ben allowed by WSB increased number of holidays to 6 from shift differential on third shift from 7¢ to 10¢. Wage reoper not before 2-1-53, contract expires 7-1-53. (Int'l Brotherly of Paper Makers, AFL; Int'l Brotherhood of Pulp, Sulphit Paper Mill Workers, AFL)	
Primary Metal Products U. S. Pipe and Foundry Co Chattanooga, Tenn.	S	See Remarks	See Remarks	43	This contract, signed 5-23-52, granted a 7.28% increment effective 5-5-52, plus \$8.50 a month, effective 11-1-52. Agreemen subject to WSB approval. Additional benefits offer 3 w vacation with pay after 15 years continuous service. Next w reopening 5-1-53. (Office Employes' Int'l Union, AFL)	
Vanadium Corporation of America Niagara Falls, N. Y.	WE	\$.05 hr.	5-25-52	691	Extensive fringe benefits involving group insurance, vacat 3 hours call-out pay, addition of father-in-law and mothe law to mourning pay clause approved by WSB, while 2¢ differential increase was turned down. Wage reopening in 8 17 months, contract expiration in 2 years. (United Mine Wers, Ind.)	
	S	\$14 per month	8-1-52	16	Of total, \$9 comes under GWR 8, balance awaiting WSB ac Wage reopening in 7 and 16 months, contract expiration 2 years. (United Mine Workers, Ind.)	
Printing, Publishing and Allied Products Houghton Mifflin Company Cambridge, Mass.	s WE	See Remarks		See emarks	Effective 6-4-51, the previous minimum hourly rate was a for men, \$1.20 for women. The settlement increased 160 m salaries by 91/2¢ an hour, 151 females' by 5¢. WSB appris required for permission to grant accident and sickness in ance. Contract expires 5-1-53. (Int'l Brotherhood of Bbinders, AFL)	

Wage Adjustments Announced Prior to October 15, 1952—Continued

	Type						
Company	Worker ¹	Amount	Date Effective	Number Affected	Remarks		
Professional, Scientific and Controlling	,						
Instruments Robertshaw-Fulton Controls Co Youngwood, Pa.	WE	See Remarks	8-1-52	1,489	Following a work stoppage lasting from April 10 to July 31, settlement was reached granting the greater of either 9% or 12½¢ an hour. The prior hourly minimum, effective 12-50, was \$1.25. As with the increment, WSB approval is required for permission to grant 6 paid holidays, 3 weeks vacation after 15 instead of 25 years. Wage reopening 9-30-53, contract expires 9-30-54. (United Steelworkers, CIO)		
	S	See Remarks	8-1-52	201	Prior to settlement, minimum monthly rate was \$166.50, effective 12-50. Raise is greater of 9% or \$21.50 per month. Approval requirement, benefits and contract same as above. (United Steelworkers, CIO)		
Public Utilities Associated Telephone Company, Ltd. Santa Monica, Calif.	WE	8.6541 per day avg.	7-1-52	4,401	Work stoppage from July 1 to 13, following contract expiration. Prior minimum wage, effective 7-1-51, varied from \$7.50 to \$9.00, depending on schedule. Increase in excess of cost of living required WSB approval, as did also shift differential increase of about 18%, increase in payment of automobile mileage and moving allowances to employee transferred at company request. Contract runs to 6-30-53 and thereafter until cancelled by either party giving the other 45 days' notice of desire to terminate.		
Boston Edison Co. Boston, Mass.	WE	9%	1-1-52	1,900	The average cash equivalent of the WSB-approved-9% increase comes to about 15¢ an hour for the 1900 production and maintenance workers. Next wage reopening prior to 3-31-53. (Utility Workers Union, CIO)		
	S	9%	1-1-5%	950	The average cash equivalent of the WSB-approved-9% increase for the 950 office and clerical help comes to 12½¢ hourly. Next wage reopening prior to 3-31-53. (Utility Workers Union, CIO.)		
Washington Water Power Co Spokane, Wash.	WE	8.953%	5-1-52	571	Adjustment result of contract expiration and historical tandem practice. WSB approval granted for 3.543% of raise. Prior to settlement, minimum wage was \$193 month, effective 1-1-51. Fringe benefits, approved by board, grant 3 weeks vacation after 15 instead of 20 years. Wage reopening by mutual agreement; contract expires 4-30-53. (Int'l Brotherhood of Electrical Workers, AFL)		
of Lot P. Lat	S	8.953% approx.	5-1-5%	414	Details of adjustments, benefits and approval same as above. Previous monthly minimum wage \$165. (No union) Minimum wage, prior to settlement, was 84¢ an hour. Increase		
Stone, Clay and Glass Products Austin White Lime Co	WE	\$.03 hr.	6-23-52	90	accompanies new contract which runs for 1 year. Subject to WSB approval. (Cement, Lime & Gypsum Workers Int'l Union, AFL)		
	S	\$.03 hr.	6-23-52	12	(No union)		
Certain-Teed Products Corp Fort Dodge, Iowa	WE	\$.05 hr.	6-1-52	206	Of 5¢ raise, 3¢ subject to WSB approval. Previous minimum of \$1.16 originally effective 8-27-51; wage reopening 12-1-52. Contract runs 1 year. New benefits, subject to WSB approval, increased pay from 2 to 2½ times regular rate for 6 paid holidays, require shorter service period for paid vacations, modify leave of absence and overtime plans. (United Gas, Coke & Chemical Workers)		
International Brick Co	WE	10%	8-14-52	59	Previous minimum wage, effective 1-3-50 was 75¢. Contract runs for 1 year. (Int'l Hod Carriers, Building & Common Laborers' Union, AFL)		
Libbey-Owens-Ford Glass Co Interstate	WE	See Remarks	See Remarks	8,800	New contract grants & hourly increment under GWR & effective 5-15-52, plus productivity allowances of & an hour effective 11-15-52, 5-15-53, 11-15-53, in addition to GMC type cost-of-living escalator clause. Increased benefits offer 6 instead of 3 paid holidays, 3 weeks' vacation after 15 years service, larger shift premiums. Company reports entire package subject to WSB approval. Contract expires 5-15-54. (Federation of Glass, Ceramic & Silica Sand Workers of America, CIO)		
Lone Star Cement Corp	WE	\$.08 hr. to \$.18 hr.	4-1-5%	170	Prior to settlement, minimum wage rate was \$1.26, effective 12-14-50. WSB approval pending on both increment and fringe benefits which now include 6 paid holidays, 3 weeks' vacation after 20 years service, shift differentials increased to 6¢ for afternoons, 9¢ for nights. Contract runs to 4-1-58. (United Cement, Lime and Gypsum Workers, Int'l Union, AFL)		

Wage Adjustments Announced Prior to October 15, 1952—Continued

	Туре		Increase		n		
Company	of Worker ¹	Amount	Date Effective	Number Affected	Remarks		
National Gypsum Co	. WE	\$.05 hr.	6-16-52	230	WSB approval required for 4¢ of increase. Two additional paid holidays, 3 weeks' vacation after 15 years already approved. Prior minimum wage \$1.20 an hour, effective 6-16-50. Contract runs to 6-16-53. (United Cement, Lime and Gypsum Workers Int'l Union, AFL)		
Ozark-Mahoning Company	. WE	8.11 hr.	6-1-52	55	Prior minimum \$1.10 an hour for lowest labor category. WSB approval required for wage increase, for shift differential and Sunday work. Contract expires 10-31-53. (Dist. 50, United Mine Workers, Ind.)		
Textile Mill Products American Bemberg Corp. North American Rayon Corp. N. Y.	. WE	\$.06 hr.	9-1-52	4,200	Contract runs for 3 years, with provision for wage reopening 9-1-53. New pension benefits subject to WSB approval. (United Textile Workers, AFL)		
Elizabethton, Tenn. Hightstown Rug Co	. WE	See Remarks	6-2-52	256	Pieceworkers received 9¢, time-workers 10¢ hourly raise. Previous minimum rate was \$1.18, effective 10-2-50. WSB approval required for increased life insurance, increased daily hospital benefits for employees and dependents. Contract tenure one year. (Textile Workers Union, CIO)		
Hutt and Wasserman Felt Hat Mi Co	g. WE	\$.05 hr.	7-17-52	54	This hourly increase was given to piece-rate workers. Contract runs to 7-16-53. (United Hatters, Cap & Millinery Workers Int'l Union, AFL)		
	S	\$.05 hr.	9-22-52	6	(No union)		
Transportation Capital Airlines Interstate	WE	\$.1664 hr.	1-1-52	1,312	Of total raise, 1½¢ subject to WSB approval. (Int'l Ass'n o Machinists, AFL)		
Transportation Equipment Boeing Airplane Company Seattle, Wash.	WE	\$.05 hr.	6-22-52	18,685	Effective 5-22-51, previous minimum wage was \$1.33. Approva by WSB pending for health and welfare plan in which the company contributes \$8.65 a month for eligible employees Wage reopening 12-22-52; contract expires 6-22-53. (Interna- tional Ass'n of Machinists, AFL)		
Fedders-Quigan Corp	WE	\$.10 hr.	9-1-52	n.a.	Minimum wage, prior to settlement was \$1.36, effective 9-1-51 New benefits, with WSB approval pending, grant increase in employee life insurance coverage, disability and hospitalization pay. Employee dependents eligible for latter benefits. Expiration date 8-31-53. (United Steelworkers, CIO)		
Highway Trailer Co	WE	\$.15 hr.	7-23-52	781	Contract signed with new union following work stoppage. O total raise, 3¢ subject to WSB approval, as well as group in surance, 3 weeks of vacation after 15 years, 2 additional holidays. Wage reopening 4-23-53, contract runs 3 years. (Unite Automobile Workers, AFL)		
Irving Air Chute Co., Inc Lexington, Ky.	WE	\$.10 hr.	6-23-52	500	Increase is based upon BLS National Index, subject to WS approval. Previous hourly wage rate averaged \$1.01. New wage reopening 6-23-53. (Transport Workers Union, CIO)		
Miscellaneous Kahler Corp. Rochester, Minn.	WE	See Remarks	See Remarks	750	This deferred increase, accompanying a new contract with a neunion, grants a 4¢ raise effective 2-1-52, and a 2¢ raise effective 6-1-52. Approval was required for the latter raise, and has becreeived. Fringe benefits reduce required service for 2 week vacation. Contract runs to 1-31-53. (Hotel, Restaurant & Hopital Workers, AFL)		
Francis J. Cooley, Allied Maintenance Corporation Boston, Mass. and New York, N. Y.	WE	\$.16 hr.	1-1-52	300	WSB approval necessary for raise. Severance pay increased fro 8 weeks after 8 years to 9 weeks after 9 years. Wage reopening 3-31-58. (Transport Workers Union, CIO)		
Caldwell, Banker & Co Oakland, Calif.	WE	\$.03 hr.	3-1-52	16	WSB approved raise. Previous minimum, effective 3-1-51, w. \$1.26 for men, \$1.17 for women. Contract tenure is 1 yea (Building Service Employees' Int'l Union)		